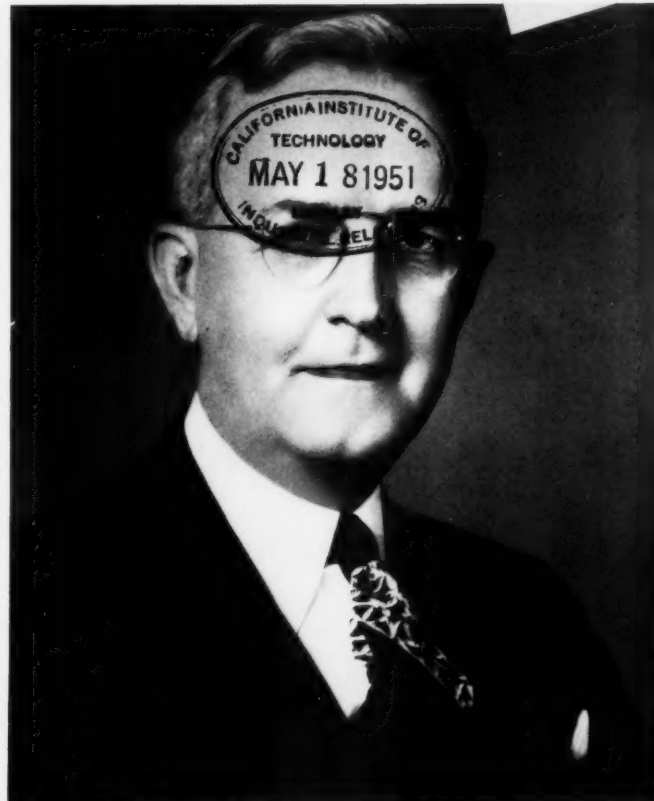


MAGAZINE OF MANAGEMENT MEN OF AMERICA

MANAGE

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IND. TECH UNIV CALIF
PASADENA



SYLVANIA ELECTRIC'S M. F. BALCOM: "What better tool than the Sylvania Foremen's Club to reflect your leadership" . . . Chairman of Sylvania's Board, he's a charter member of the Club and an active participant. (Page 19.)

MAY 1951

FORTY CENTS



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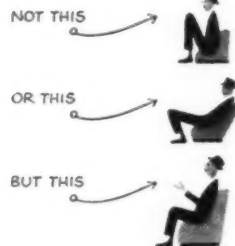
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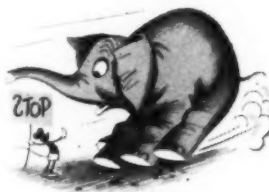
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MANAGE

(Reg. U. S. Pat. Off.)

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MAY 1951

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Apr. 30-May 9	National Business Show sponsored by Air Force—Navy Pier	Chicago
May 10-11	3rd Annual Eastern States Conference of Training Directors—The Plaza	New York City
May 23-24	Amer. Society for Quality Control—5th Natl. Convention, Public Auditorium	Cleveland
May 24-26	NAF Board Meeting	Fort Worth
June 11-15	2nd Annual Conf. on Industrial Research. Columbia University	New York City
June 18-22	NAF Seminar	Dayton
Sept. 26-29	NAF CONVENTION	CHICAGO
1952		
Sept. 17-20	NAF CONVENTION	CLEVELAND



THE NATIONAL ASSOCIATION OF FOREMEN

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The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foreman to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 40,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street, Dayton 2, Ohio.



We Look At

WASHINGTON

Edited By
Harry P. Jeffrey

PUBLIC attention presently is focused almost exclusively on foreign policy and the Korean War. This is reflected in President Truman's speech at the Jefferson-Jackson banquet in Washington. The Fair Deal was ignored except for a short paragraph almost at the conclusion of the speech in which he referred to social legislation in general terms and without making any specific recommendations.

This does not mean that parties with an objective to gain or an ax to grind are not busily engaged. On the contrary, it gives them an opportunity to work outside of the glare of public attention.

Wage Stabilization Board

THE future of the Wage Stabilization Board remains undetermined at this writing. The President attended a long conference with the full board membership. The administration's plan to permit the Stabilization Board to make "recommendations" to industry and unions for the settlement of disputes involving non-economic as well as economic issues was put forward. Some of the representatives of industry on the board apparently approve this so-called compromise. Its adoption is strongly urged by the union leaders who are board members.

Actually it is no compromise at all. In time of war or emergency, and this seems to be our permanent status, a "recommendation" is binding in the light of public opinion. This would mean that the board would have compulsory arbitration power not only to

"stabilize wages" but to pass upon all types of labor management disputes. It would provide a complete and effective means of by-passing the National Labor Relations Board and laws passed by the Congress including the Taft-Hartley Act.

A New Wage Board

PENDING disputes and threatened strikes for increases above the ceiling have piled up on the desk of Stabilization Director Eric Johnston. Long continued further delay is sure to cause an explosion in some vital industry.

Whatever power may finally be given the new board, a walkout by union labor leaders has gained for them a larger voice in determining policy. On the other hand, the President has retained C. E. Wilson as operating director of the defense effort in spite of determined efforts to oust him by labor union leaders. It may be taken for granted, however, that wage policies will be less rigid in the future. In the absence of all-out war, it is difficult to maintain and enforce self-discipline and sacrifices by the country at large.

Lull In Business

WASHINGTON gives evidence of recognizing that a lull exists in some lines of industry, particularly in the retail trade. The buying spree which the country indulged in early in the year was based upon "scare" psychology. This not only affected the consumer but many merchants stocked up on inventory considerably beyond need. Cutbacks in civilian production due to production for war materials in many lines have not materialized to date. This has resulted in delivery by the manufacturers on orders where such delivery was not expected for another thirty or sixty days.

The restrictions on credit adopted by the federal government no doubt have been a factor. A larger factor probably has been the continued ability of the housewife to currently buy most of what she desires. There is also a vague and undefined fear of the effect of future government activities.

Most observers agree that the present situation again proves that merchandise cannot be bought at any price without danger of inventory losses but that the situation is a temporary lull

rather than a definite and permanent break in inflationary tendencies.

Walsh-Healey Act

THE Walsh-Healey Act has not received much attention recently. Its possible use by the Labor Department is causing some concern, however, both to business and some members of the Congress.

It will be remembered that this Act was originally passed in 1935 and was sponsored by Miss Frances Perkins, then Secretary of Labor. At that time, no minimum wage law existed and as a result of the decision of the United States Supreme Court in the Schechter or "chicken" case, it was felt that valid minimum wage legislation could not be enacted.

In 1937, the Supreme Court did an about-face with respect to the meaning of the commerce clause in the Constitution, and thereafter minimum wage legislation was enacted and more recently has been amended increasing the minimum wage standard.

The purpose of the Walsh-Healey Act was to permit the government to use its purchasing power to preserve or advance labor standards. The language of the Act vests broad powers in the Secretary of Labor to determine prevailing minimum wages in any industry or section of the country where employers are supplying material or merchandise to the government.

It is now contended that the reason for any such power to be lodged in the administration branch of the government has ceased and that the act should be repealed. Much of the criticism has been directed against the administration of the Act by the Secretary of Labor rather than the Act itself.

It is freely predicted that, due to the impact of the defense effort, many employers will find themselves compelled to conform to the labor provisions of the Walsh-Healey Act as suppliers to prime contractors with the government, even though they have not voluntarily sought government contracts themselves.

United Labor Policy Committee

IT is significant that the leaders of both the CIO and the AF of L have cooperated successfully in the struggle over the power and make-up of the Wage Stabilization Board. Both great organizations acted in concert when a walkout was staged by labor's representatives. This experience has taught the leaders of the two organizations to work together to a degree possibly never before attained. It is not predicted that there will be a merger of the two organizations in the near future, but it may be assumed that continued, formal, and public cooperation between the leaders of these organizations will exist.

In management it's "Grow . . . or Go!"

MANAGE May 1951

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What to do about PLANT PROTECTION

By Edwin W. King, Industrial Security Coordinator Adjutant General's Department, State of Ohio

INDUSTRIAL SECURITY in time of war or possible impending war is entirely a problem of the management of individual industries. With management facing such a problem today must come the realization that the maintenance of our production rate and even the increase of the present rate is an absolute necessity if we are to escape another world conflict. Should such a conflict be forced upon us again, the maintenance of our high standard of production with reference to quantity and quality will be necessary if we are to hope to survive. Federal, State, and local industrial security organizations can recommend policy and methods, but it remains for the management organization of the industry to decide how much or how little of these recommendations for security will be used. The industry of our country alone will be responsible for the outcome.

Five Security Branches

An organization to protect the plant in any emergency situation which might arise should be instituted and headed by an advisory council composed of representatives from the technical and personnel branches of the industry. This council should act as advisors as to procedure and policy to the plant defense coordinator. The plant defense coordinator is in charge of all the in-

dustrial security branches which are, in the case of medium sized plants and larger, five in number.

One of these is the warden service, headed by the chief warden with a staff of wardens distributed throughout the operations with a ratio of one to approximately every 50 employees. The wardens will be responsible for the training of the personnel in protecting themselves by finding safe shelters. Wardens are responsible for the general morale of personnel, for keeping them well informed as to method, procedure and general protective measures. They direct the transfer of workers to sheltered areas, makes a quick search of all portions of the plant to be certain that all workers have been sent to safety. They act as morale officers in keeping workers informed in air raid regulations and giving workers assurance that they are being properly protected. They must keep persons away from dangerous areas. They must take a roll call of all workers in the assigned sector, following an emergency, to get an accurate report on the whereabouts and status of all employees. They must render necessary emergency first aid to casualties pending the arrival of medical auxiliaries. They are responsible for the report of damage to their sections of the plant. They are the eyes of the industrial security coordinator and his staff. They must re-

port all incidents involving fire, casualties, trapped persons, unexploded bombs, war gas, damage to utilities or key processes, crashed aircraft, or other damage immediately by telephone, messenger, or other communication channels to the plant control center.

Another of the staff units is the fire chief with his fire brigade organization. Under the chief should be organized as many fire brigades as necessary for the physical protection of the plant. The fire chief is also responsible for frequent periodic inspections of the entire plant with regard to fire prevention. He is responsible for the accessibility and efficiency of all types of fire fighting equipment.

The fire chief is responsible for the training and practice of fire brigades and even for the individual employee should it be necessary. Regular training drills should be provided for the members of the fire brigades under the supervision of an instructor or from the local community fire department if possible.

Another unit is that of property protection in charge of a police chief. This chief should organize a plant protective group for guarding the property 24 hours a day, seven days a week. These guards should protect all points of entrance to the plant, check in and

(Turn to Page 22)

Industrial security plans, to be considered by The National Association of Foremen, will be pilot-tested by the Columbus Foremen's Club. Present when the plan was considered at Club's March meeting (from left): B. A. Hodapp, chairman of National Defense Committee of NAF; Quincy Howe, CBS news analyst and main speaker; R. E. McClaine, Club president; Dr. William E. Warner, executive director of civil defense for Ohio; E. C. Raney, president of Ranco, Inc., sponsor of the meeting.



Cooking the goose of the Standards

Foreword

THE challenge we all face is to secure maximum production from all of our facilities. We must increase production and reduce costs in every conceivable way. We must think up the best products to meet our needs. We must plan and put into use the best plants, machinery, tools, and methods to produce these products. We must get the fullest utilization of these plants, machinery, tools, and methods through careful planning and maintenance, and through tremendous, effective, effort by all of our employees. We must find the best techniques to distribute the products we produce.

The object of Incentives is to eliminate the waste of material, of labor, and of overhead—all of the factors of factory cost.

All parts of management must contribute. . . . It is the responsibility of the person heading up the Incentive Plan to secure and utilize cooperation from all of management to attain the desired results.

Where do Incentives Apply? . . . It is not my intention to dwell at length on this phase. Suffice it to say that through more modern techniques of considering all of the factors of cost in the development of Incentive Plans rather than just considering the labor cost factor, Incentive Plans, of varying degrees of effectiveness, are currently being extended to cover indirect labor, office, and supervisory people.

Wage Incentive Administration

It is here especially that the foreman's contribution is so necessary, so vital. The best plan in the world will fail for want of good administration; a poor plan can have some success with good administration.

I want to compose a successful Incentive Plan to a triangle: The base of the plan is sound standards; the left arm of the plan is a dynamic program; the right arm of the plan is incentive administration.

There will always be forces from the outside trying to crush the triangle, to knock down one of the sides. These forces will come from all directions: union, operators, own management.

These forces can only be resisted by strong support from within the triangle: all parts of management following through on their responsibilities to

maintain (a) sound standards; (b) a dynamic, live-wire program; (c) keen, fair, incentive administration.

The chief responsibility for sound standards or a dynamic program may or may not be ours as foremen, but can we dodge our responsibility in administration.

I am going to ask some questions, then attempt to answer them by illustrations.

Can We Make An Incentive Plan Work Where . . .

1) *Some foremen or supervisors try to establish their own rules and procedures in the administration of the program?*

It is natural for people to want what the other guy got: "What's good for the goose is good for the gander."

If Joe sells Jim, his foreman, on the fact that he doesn't feel too well or some such story, and Jim allows Joe to talk him into okaying his job as non-standard (which really isn't the case), and Joe thereby gets some kind of a special rate, Joe will feel like the cat who swallowed a canary, but Jim has committed a serious offense. He has failed to administer fairly.

What is really serious is that he has not only put himself on the spot—he has put every foreman in the plant on the spot. He has removed one of the props from inside our triangle.

Operator Bill will say to Jim, "You did it for Joe, why not for me?"

2) *Some supervisors set themselves apart from the Standards group in matters concerning the validity of rates or administration rules so that a united front is not presented to the employees.*

It is natural for ordinary people to take the easy way out, but if we claim to be "leaders," and how better can we describe foremen, then we cannot pass the buck off to the Standards Department when operator "Joe" has a gripe or a grievance. We've got to face the issue.

Examine your conscience—are you the kind of foreman who acts like this:

Operator Joe is moaning about his rate being too tight. Foreman Jim goes over to Joe's machine. Jim doesn't really analyze the job very closely. He pretends to, but his mind is really preoccupied. He has a burning desire to fix that damn time study man's goose.

Jim clocks a couple of cycles, then mutters loud enough so that half the

department hears, "That so-and-so time study man—what the h— does he know about setting rates anyhow. Did he ever run a machine? How the heck can any man make out on this job?"

What a sad plight such an incident puts everyone in. Even if the rate was 100 percent off, no foreman ever, under any circumstances, has the right to shoot off his mouth like Jim did in front of the operators.

3) *Some supervisors take no positive action to see that the Standards are maintained current with changes in methods and tooling.*

I'm sure you all know Jim by now. He's our foreman. Jim got an idea recently. It didn't require much tooling. He worked it out all by himself. Process Engineering and Standards knew nothing about it. He asks operator Joe to try it out. It works good. Joe can perform the operation about 10 percent faster than before.

Then Jim either decides for himself: (1) I'll show my men what a great guy, how good hearted I am. I won't tell Standards, I'll let the rate remain as is. . . . or (2) Jim may get all involved in a move or new product and temporarily forget about the change. . . . or (3) Jim may think, if I get Standards, routing and tooling all screwed up they'll have to rely on me every minute of the day. Boy, I'll be the big wheel around here then.

Whichever does happen, another prop has been removed from our triangle. Some rates will get loose. Operator Jack will complain that he has to work harder than Joe. Why does Jim give all the gravy jobs to Joe.

Or a new foreman will come in and he'll say, "What the heck is wrong with these tool designers and time study. How messed up can things get." And round and round we go—confusion, trouble, waste.

4) *Some supervisors do not assume responsibility for quality performance.*

Operator Joe was working on a "hot" job. The job was a tough job, too. It had only been run once before, and everyone had a lot of trouble with it.

Jim gave the job to Joe, then sat down in his nice soft chair for most of the day. Had been out late the last couple nights—hot poker games.

About three o'clock Inspector George came by Joe's machine—inspected a couple pieces—found that Joe had been missing a particular tolerance. All

Standards man *From the little black book of one who should know*

By Robert I. Trivison, Manager
Standards Department
Parker Appliance Company

pieces were scrap.

George calls Jim over. "Jim," he says, "these pieces are no good."

Jim turned a bit white. "What the devil you mean they're no good. No one can satisfy you. You're just trying to stick it in."

George says quietly, "The pieces are no good, Jim."

Then Jim pulls his cigar out of his mouth. A gleam lights in his eye. He sputters: "What the h--- de we have an inspection department for anyhow. What good are you guys. Just overhead that's all. It's all your fault. If you had been around sooner we would have caught this right away."

Jim then gets immediately to his general foreman about how George had "flubbed the dub" again. He paints a terrific picture.

The smoke is so thick by now that only a thorough investigation can begin to reveal the true facts.

But Joe would have "made out" on the job if the pieces hadn't been scrap.

As far as Joe's concerned, he want's his extra dough. Didn't his own foreman say it was George's fault.

A major grievance is in the making. Jim avoids it by giving Joe credit for all the pieces. Two weeks later, when Bill produces just a few pieces scrap and Jim doesn't give him credit, Bill blurts out, "You did it for Joe—a whole job. Why not for me?"

Our triangle is teetering.

5) *Some supervisors take no positive action to insure that the operators are producing the quantities reported.*

Operator Joe has discovered over quite a long period of time, just by inching up a little at a time, that he can make an extra buck a day just by padding his count. So have several of the other operators—Joe's best pals.

The production scheduler, Ned, has been complaining to Jim that he hasn't been getting as many pieces from the raw stock provided as he should.

But Jim just sets up his smoke screen again: "What do you know about auto-

matic operation. Didn't you ever hear about bar ends? Do you know how wide the cutoff tool has to be? You guys never deliver the right amount of stock anyhow. Remember three weeks ago last Monday when I showed you that requisition? It said 17 bars. We only had 16. You see, that's what's wrong. You guys don't know what you're doing."

To beat the rap, Ned and his men have moved into the counting science so they get on the straight and narrow right away. Things are going good now and Jim says to Ned, "See! Just what I told you. As soon as you guys found out what you were doing the shortages disappear."

Most likely if Jim had been alert enough to have spot checked quantity, and made an appropriate scene wherever he found shortages, the elaborate material control system would not be necessary. You can bet your last dollar too that Jim will be complaining about all the overhead Ned is carrying.

We've created more waste, more unnecessary expense.

6) *Some supervisors take no positive action to insure that the machine loading is the best that can be had under the circumstances.*

Jim had complete say in his department up to a month ago. The office would give him the order. Jim would get his own tools, schedule the job on the machine, follow the pieces to the stockroom.

Jim had done a fairly good job. There wasn't too much lost machine time or man time. But the company had to step up production measurably to meet military needs. Jim's department was doubled in size. The company's management had recognized the problems that would arise in production control and tool design if they let things go the same old way, so sound production control and tooling and routing departments were established to pick up the load.

Jim didn't like the setup. He liked having more machines and men—that made his job bigger—but he'd be damned if he was going to let that "green" kid from production control tell him when to run the jobs, and he

(Turn to Page 18)

Scientific Answer to Problem of Rating Time Studies

ELEVEN years of careful research went into the development of an answer to an important question regarding time studies: "How does the engineer rate the performance of the operator?"

The Society for Advancement of Management has long been concerned with developing a factual, scientific answer to this question. Working with New York University they have now developed a set of training films which enables engineers, foremen, executives, union time study stewards, and others, to understand how the concept of "normal" or "average" performance is arrived at and how it is applied to the measurement of work in the time study process.

By means of this film an objective "yardstick" for rating the element of pace in manual operations is made available to those who face the problem of determining "what is a fair day's work?"

These films have been developed from basic information rated by 1100 industrial engineers and time study men in 150 companies. Thus a composite concept of proper performance is made available for comparison and training.

WHAT DOES THIS MEAN TO THE FOREMAN? . . . Foremen have sometimes been faced with situations where production or incentive rates, submitted for approval, seemed to be "out of line". A major cause has been disagreement with the "performance rating" applied by the time study engineer. Such disagreements usually centered around the feeling, on the part of the foreman, that the performance rating was either "too stiff" or "too loose". Discussions of this type—in the past—involved questions of personal judgment.

Through the application of the concept of normal performance, which can be learned from the "Rating of Time Study Film", foremen, engineers, and others can learn and understand a uniform and factual basis for rating all performance.

Once the area of personal judgment or supposedly unsupported estimate is removed from the discussion other differences can be isolated, analyzed, and answered in their own sphere.

SCOPE OF THE RESEARCH PROJECT. . . . Companies participating in the project represent a cross section of some of the most progressive organizations in the United States. A wide variety of repetitive manual operations were selected and used as the basis for the data developed.

Special care was taken to insure accurate and impartial collection of data. The project committee includes such respected authorities as: Professor Ralph M. Barnes, of the University of California; Professor David B. Porter, of New York University; Ralph Presgrave, Vice President, of J. D. Woods & Gordon, Ltd.; Phil Carroll, and many other top names in work management.

The impression that there are regional differences in the concept of proper performance finds no proof in the data collected for this study.

What foremen told experts about

INDUSTRIAL HYGIENE

TWO Amsco Chicago Heights foremen, Henry A. Maxon and Tito Tarnio were the hit of the recent annual meeting of the Industrial Hygiene Association of America, at the Mellon Institute in Pittsburgh.

The two American Brake Shoe Company men appeared on a panel discussion of "Teamwork for a Better Work Place." They gave the foreman's viewpoint of health and hygiene.

The presence of the two foremen was an unusual event. Heretofore the participants in the panel discussion have been people whose principal jobs were in industrial hygiene work.

Both men admitted that the audience of 500 top-flight scientists, industrial engineers, physicians, lawyers and chemists scared them a little at first. But their talks reflected the confidence of men who had extensive first hand experience in actually putting industrial hygiene practice into effect in their shops and departments.

The talks were enthusiastically received, and each did an exceptional job of a very difficult assignment. Comments were very gratifying and the discussion was described as one of the most successful ever held at this conference.

Their presentations are given below.

By Henry Maxon

I HAVE been working in a steel foundry since 1916. Since about 1927, I have been working in the grinding or cleaning room, serving as foreman the past 13 years. I will explain some of the conditions that existed in the old days, as I remember them, and will work up to the present.

In our foundry, the type and size of castings have changed over the years. More large castings are made today. Tonnage in the old days consisted mainly of various types of railroad track work and castings used in ore and gravel crushing and power shovel parts.

The variety of castings was much smaller than present day types. Castings are now more complicated, require more grinding and fitting.

Ventilation consisted mostly of taking out the windows in summer and boarding them up in winter. Exhaust fans were not in general use, nor electric fans nor man coolers. Sometimes the men used a compressed air hose to blow dust away, or cool themselves. Heating in winter consisted mostly of coke salamanders and a few steam pipes. Floors were mostly dirt, generally with two or three inches of dusty dry clay on them. Emery wheels were the vitrified type, created excessive emery dust. Emery dust and some of the clay dust from the floors was cleaned out about every three weeks. Tumbling barrels were not exhausted and, with the dusty floors and vitrified emery wheels, caused a great amount of dust.

About 1932 or 1933, dirt floors were replaced by wood block floors. Also, water was used on swing grinders and on some of the stiff shaft grinders to cut down the dust.

I have found that the idea of letting the men you are supervising work out their own problems helps create a better feeling between supervisor and workers. To me, it is not right for a foreman to try to master-mind every operation of the worker. If you, as a foreman, see where a man is not getting results, or if you think that you have a better method, point it out to the man. Nine times out of ten the man is thankful for the suggestions and the results are increased production. This same thought goes for unsafe practices and the use of industrial hygiene equipment, put in for the employee's benefit.

In the past ten years, since the Medical Department has been in the picture, more exhaust fans and rotoclones have been put in the shop to overcome dust hazard and other un-

healthy conditions. Whenever the industrial hygienists come into the shop to make dust checks, naturally the men ask questions. Greater cooperation has been gained by going to the man or men involved and explaining the reason for making such tests; also by asking them for their ideas or suggestions on how to overcome the industrial hygiene problems. Many times the man has come up with ideas that have been built into the exhaust systems and thus both company and man have gained.

One of the best answers as to what the men think about rotoclone exhaust systems is to have a unit go down. It doesn't take long for the man to start complaining and you have to get it repaired as soon as possible.

Sometimes a man will object to a health examination or a chest x-ray. By pointing out that it is done for his direct benefit, his objections often have been overcome. At first the worker may think the company is trying to find something wrong with him, use it as an excuse for firing him. There have been cases when if there was something wrong, the man went to his doctor in time so that a condition was corrected before it developed seriously.

Personally, I think periodic health examinations and chest X-ray surveys have been great morale builders for the men in the shop, once they understand the reason the company has gone to the expense and trouble of building up a Medical and Hygiene Department.

I have found it much easier to get a man to report to first aid for minor injuries since there has been a nurse on duty, instead of his having to hunt up a first aid man. Then, injuries that seemed minor were not reported. Now the men are told to go to the nurse no matter how minor the injury may be. Chances of trouble which might develop later have been minimized.

I know of times when the nurse has gone into homes of employees in cases of personal injuries or illnesses and persuaded a man to go to a doctor, or hospital, when his own family could not get the man to do so. Also, she has gone to the hospital to care for a sick employee, so his family could have some rest.

There is no doubt in my mind but that the Medical and Hygiene Programs have fitted in with production. Men have certainly been able to produce more where working conditions have been improved. Absenteeism has been cut because of less sickness of men working under healthier conditions.

The foreman is more or less on the spot between the Medical and Hygiene Department and workers. He is called upon to sell the Medical and Hygiene Department's ideas to his men. By ideas, I mean the new equipment that is put into operation. I sometimes think that the foreman is not kept well enough informed of the overall

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Foreman Tito Tarquinio: "I had no idea, up to then . . ."



Foreman Henry Maxon: "I might cite from my own experience . . ."

program. I believe that the Medical and Hygiene Department should do all it can to give the foreman all the details it has regarding a long range program, so he will be better able to sell the benefits to his men.

For 20 or more years, top management in our company has always been more than willing to go along on any safety or hygiene program that will improve morale and working conditions. On the other hand, if a foreman is working for a company that is not interested in a Medical or Industrial Hygiene program, his hands would be pretty well tied as far as fighting top management for improving working conditions. If he had to keep on fighting for a program that management did not believe in, he would just be sticking his neck out, signing his own termination slip.

I might cite from my own experience. On May 5 of this year (1950) I underwent an operation for the removal of a tumor from my right lung. This condition was discovered through the routine chest X-ray which is part of the medical program of our company. I had been feeling normal, no aches or pains. However the X-ray showed a condition that otherwise might not have been discovered until I was down sick and it might not have been properly diagnosed until too late to operate.

Personally, I am grateful to the American Brake Shoe Company that through the Medical Department's program, my trouble was discovered before it was too late.

By Tito Tarquinio

WE have made many improvements in industry with which you are all familiar. My idea of this problem is like taking care of a home: you never stop. However, improvements

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once made make the unimproved more noticeable.

When laying out a program the thought in mind should be: How it will affect another section, or part of the business, and how soon can we get to it, to stop dissatisfaction? We understand that all changes can't be made today, but a far-sighted program should not be too far-sighted!

At the time I started working, the wash room in the plant was a dark, crowded, roach-infested room, just used for washing purposes. No one would try to change clothes in such a place. Today, we have a Welfare Building we can be proud of. Lockers, shower and washing facilities are tops. This makes for better health, helps to build morale.

We now have an up-to-date first aid room and a full time nurse which helps safeguard the health of our employees. This, and our insurance plans, help erase many fears of our men, because they know that anything that happens to them personally or to their families is of interest to the company, and that anything that the company can do, will be done to help them.

Our chest X-ray and plant hygiene surveys, although they scare many of the men, especially the old-timers, are of great value. Deep down every man is happy to receive these benefits.

We have a blood donor list, which has been very helpful, especially where an employee or member of his family has needed a transfusion. I have had the opportunity of donating blood on four different occasions to members of our plant and their families. Many employees have cooperated by donating blood.

Most foundries in the old days were just one big sand pile with paths cut through them. Today, we have concrete floors. I had occasion at one

time, because of head room, to break through a concrete floor to make a pit for molding. The molder had many comments, none of them good. He complained of being more tired and leg-weary after a day of walking in sand. This may not seem important, but to the fellow who gets leg weary it is very important, and affects not only productivity, but also his health and mental attitude.

The supplies used in our processes are checked by the Industrial Hygiene Department. If the supplies used are in any way harmful to the health of our employees, even though they may be helpful in our product, they are rejected.

I had an occasion, during a convention in St. Louis, to meet a member of our Hygiene Department. The works manager and I were going to a room to talk to a salesman about his product. The hygienist said he would like to accompany us. We arrived and got into a discussion about the material. Meanwhile the hygienist said nothing. Finally, we decided to try the product.

The hygienist spoke up: "I should like to know what materials are in your product?" The salesman asked him what business it was of his. He replied that he was in our Medical Department, that if he did not know what material and particle size went into the product, he would tell us not to use it. The salesman refused to tell. Finally, he went to another room and came back with the supplier of his product. The hygienist convinced him that he was not interested in anything except was anything in it that could harm our men. He finally got the answer: there was nothing harmful in the material—told us it was okay to try it. This could have been a very humorous incident, except that we

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DEVELOPING

the FOREMAN

as a MANAGER

By Harry F. Gracey, Director of Education and Communications,
SKF Industries, Inc.

particularly, that the initiative came from the foremen—to decide upon their needs. No one in higher management dictated to or foisted upon them a program predetermined by “arm-chair experts”. Top management’s only injection of its desires for the program came in a clear-cut statement of policy:

“We want supervisors to understand clearly all our policies and their share of responsibility and authority, so that they can run their departments effectively at all times,—but yet, when their job is done, to have it properly coordinated with the other departments and divisions of the company.”

The Objectives

The major objectives of the Management Development Program were therefore, threefold:

- 1) To give every supervisor full information on company policy and the means of putting it into effect;
- 2) To make clear to all supervisors their place in the company organization and their responsibility in meeting Company Objectives; and
- 3) To provide for each member of Management the specific training he needs in order to realize his full potential on the job and to prepare himself for future promotions.

The ultimate goal, of course, was to weld a well-informed, thoroughly-trained group into a hard-hitting, coordinated management team that would assure highest production at lowest cost and greatest customer satisfaction.

Responsibility Seminars

The original “need-survey” revealed strongly a lack of full knowledge of individual responsibility as well as acceptance thereof. Top management itself, therefore, agreed to sit down together in a series of seminars to discuss their own responsibilities first. It felt that the foremen could hardly be expected to know their responsibilities if there was misunderstanding among top levels of supervision.

The General Manager of Manufacturing thus began the first seminar by discussing his own responsibility toward the achieving of the Program’s objectives. Each top member of his staff followed suit until all the foremen’s “bosses” had clarified and agreed upon their own “lists” of responsibilities.

One of the first major benefits of these seminars was to show up “shadow areas of responsibility”—places where functions overlapped. Activities that had never been tied down were put under proper authority. Relationships with other departments and divisions of the company were clarified. The immediate result was described as: “A high level of esprit de corps and excellent spirit of cooperation that comes only from a free and open discussion of mutual problems and interests”.

The “Responsibility Seminars” were, however, only the starting point of the Program. Once they had defined their own duties and functions, the superintendents then conducted similar seminars for their general foremen. They, in turn, did the same for their im-

Under the capable direction of Harry F. Gracey, director of education and communications, SKF has become known for the excellence of its training programs. A comparatively small industry, SKF has set the pattern for industrial training in its area and ranks with the best regardless of size. This article describes in brief what SKF is doing to develop its foremen.—Louis Lerda, Contributing Editor.

IN presenting briefly this account of our Management Development program at SKF, we do so with full realization that what we have done applies to our own situation and may not be applicable in every company. We hope, however, to point out a few universal truths that when followed may be of service to others.

Like many other companies our first approach was to determine *where our foremen and supervisors stood* in regards to their job knowledge, their status in management, their ability to deal with people, their degree of success in handling the paper work relative to their operation, their knowledge of the product, their relations with fellow supervisors, and a hundred other details the sum total of which equals the requirements of a *manager*.

Need—Survey Conducted

To decide what kind and how much self-development our men needed required a type of survey quite personal in nature and all-inclusive in scope. During this survey all supervision was invited to discuss fully its responsibilities as they felt they should be executed—and then to determine in what areas of these responsibilities they needed additional training. Notice,



Case studies in human relations . . . for foremen—conducted by training director at SKF.

Management Monthly Forums in general assembly—conducted by various management members.

diate subordinates. And so the Program went until every level of management had been covered.

Policy Manual

The definitions and statements thus arrived at were then incorporated in a manual entitled "Manufacturing Division Policy and Responsibilities". The manual is given to each supervisor, is reviewed periodically and supplemented each year by special statements on company objectives on which supervision agrees to concentrate.

Reference Manual

Once the supervisory staff had learned specifically what it was to do, it turned to the study of how to do it. A training aid developed for this purpose was the "Supervisory Reference Manual," evolved in much the same way as the Policy Manual. It included such topics as transfer policies, wage rate structure, fire or accident emergencies and interpretations and clarifications of company suspension and discharge policies, and some 90 other subjects.

Soon the need for another manual arose. It emerged as the "Labor Case Book." Foremen wanted more details on the handling of the grievance procedure with union representatives in departments other than their own. For three years SKF supplied its supervisors with copies of all original grievances, together with the foreman's answer and the final position agreed upon by the union and the company in each case. The book was one more tool to help the foreman interpret company policy and establish sound labor rela-



Responsibility Seminar—general foreman conducting with his foremen.

tions at the working level, which is the most important point of contact between employer and employee. The cases are now concentrated in the General Foreman's office for ready reference by foremen.

Toward the same goal, SKF now recommends that supervisors discuss general company and departmental problems with the union steward. The practice not only builds the confidence

of workers in the company but also leads to greater common understanding and eliminates many possible causes of misunderstanding. About 75 per cent of the SKF foremen have found that this method works and makes their jobs easier.

To further broaden the knowledge of its foremen, SKF then instituted special group studies of the principles and practices of modern techniques of management, such as: Time and Motion Study, Job Evaluation, Quality Control, Human Relations, Production Control, Work Simplification and Cost Control. Specific training courses are held in these and other subjects continuously.

Effective speaking . . . for SKF foremen.



Clear Thinking and Speaking

One noteworthy course was added—Effective Speaking—as a result of repeated requests, and it quickly became the most popular subject on the curriculum. Its purpose is not to create after-dinner orators. Rather it was to train men to express themselves clearly, audibly, forcefully. During the past year, the "students" of effective speaking have developed role-playing techniques, whereby the students imagine themselves to be purchasing agents, union representatives, applicants for jobs, disgruntled employees, or any of a dozen categories of persons with

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FREEDOM'S SECRET WEAPON

By Fred G. Clark and Richard Stanton Rimanoczy*

I

WHY do the free nations of the world, when knocked off their feet with a sneak punch, always get up off the floor and win?

Kaiser Wilhelm had Europe "in the bag."

Hitler was "invincible."

Hirohito paralyzed our only overseas weapon—our Navy.

Dictators are incapable of understanding freedom's secret weapon.

That weapon, the weapon that beat them all—and will beat Russia if necessary—is *individual freedom to think and act*.

Of course, the thing that actually beats them is the result of this freedom—our amazing production of the tools of war.

But freedom is the key to this production.

You can't get first-class production from slaves.

II

THE best proof we have ever seen of this truth is contained in a recent speech by H. H. Fisher of Salt Lake City, who spent two years in Europe with the U. S. Army and part of that time doing counter-intelligence work in Germany.

His findings on German production are revealing.

Here are a few of them:

"When Germany's war potential had been at its peak for more than four years, 80% of its guns were still pulled by horses. And the relatively few German vehicles were not even remotely comparable to American jeeps and 6x6 trucks.

"Germany did not have basic large scale mass production such as a free enterprise country has. In fact, so limited was their production that with all of Europe's production at their disposal, they did not even make an attempt to cross the 20 miles of water that separated them from England.

"A German tank captain whom I captured told me: 'You Americans had a secret weapon that you didn't even know about. That was the big truck where all the wheels go. You gave the Russians a hundred thousand of those big trucks so they could go any place, and we couldn't move to their point of attack, even though we knew where it was.'"

One day 88 artillery shells fell on Mr. Fisher's gun position: "Of these, only 8 exploded, and four of those were low order bursts."

III

MR. FISHER'S experience with the Russians was even more revealing.

He tells of an incident that occurred during the erection of an American-made automobile plant.

Every beam was lettered and numbered.

One day the inevitable happened: the crane man set down a beam six inches short of its companion.

"Move it over," said the American engineer.

"You told me to lay it there. My orders are to do what you say, but any changes have to be authorized by the foreman."

The American got hold of the foreman, who asked: "Why wasn't it right the first time?"

"We missed it a little. If he moves it over, everything will be O. K."

The Russian said: "It looks like a trick to me, and even if it does go all right, if I made an unauthorized change at your request, I can be reported for disobedience."

It took three weeks to get permission from Moscow!

IV

MR. FISHER'S first-hand observation of the Russians convinced him that Russia hasn't the production to hurt us now or later.

The physical problem of moving men and material is in itself a terrific one for such a poorly equipped nation which cannot mass produce the needed vehicles.

Other people whose judgment we respect agree that high-quality mass production is simply beyond the capabilities of Russian slaves.

The immense facilities required for atom bomb construction and the huge corps of crack engineers that are needed to operate them leads us to the opinion that even Russia's atomic production is greatly exaggerated.

That does not mean, however, that we should slow down.

This time we have started in time, and it seems inconceivable that Russia would be sufficiently stupid to attack now or at any time when the free world is alerted to its danger.

Freedom can always lick slavery.

Cut Out—Clip Along This Line and Save For Handy Reference

* Respectively general chairman and editorial director of the American Economic Foundation . . . —No 21 in MANAGE Series of Economic Treatises.

Completed staff work...

A Success Formula

By George E. Sangster, Executive Assistant, Sangamo Electric Company



"It is your job as staff man to advise, not to seek your superior's advice on a problem."

COMPLETED STAFF WORK" practice is a true test of your management calibre as a staff member—as a supervisor in relation to your department head, or as a department head or executive staff assistant in relation to top management.

"Completed Staff Work" may be defined as the study of an operating or policy problem and the presentation of a solution by a department staff member in such form that the head of the department, or top management, need only indicate approval or disapproval of the completed action as proposed by the staff member.

"Completed Staff Work" means completed action. The more difficult the problem, the greater is one's natural tendency to pass the incomplete solution up the "ladder of authority" for guidance and/or decision. It is your duty as staff man, if you claim the right to management assignment, to work out all the necessary details of a solution to an operating or policy problem, no matter how difficult and involved in responsibility it may be. In determining the details to shape the solution to a problem it will of course many times require consultation with your associates. The solution, whether it involves revision or establishment of policy or operating practice, when presented "up the ladder" for your department head or top management approval should be in finished form—a memorandum or formal letter as determined by the occasion.

Should Advise Superior . . . Not Vice Versa

One's impulse too often is to ask advice of a superior. This occurs more often with inexperience, and as the problem becomes more difficult and involves greater responsibility. The impulse accompanies mental frustration and unwillingness to assume responsibility—it accompanies false attempts to build assurance of job insurance. It accompanies a feeling that it will be so easy for the "boss" to give the final answer. The man of true management calibre will resist such a "pass the buck" impulse, present the problem, and provide an answer as completed action. By following such an impulse, you as a staff man imply not fully knowing your job and give implied, if not real, evidence of lack of true management ability.

It is your job as a staff man to advise, not to seek your superior's advice on a problem. It is your job responsibility and proof of leadership talents to study and write, re-study and re-write if necessary, until the best proposed action evolves from all feasible actions considered. Your department head, or top management, should be required only to approve or disapprove your Completed Staff Work.

Your proposed action for the most effective Completed Staff Work should be written for clarity, convenience and ready consideration and should not be involved by long explanations or irrelevant side memoranda. Writing a memorandum to your superior does not

constitute Completed Staff Work. This is done by writing a memorandum for your superior to sign and send on. As a staff man your proposal should be presented in finished form so that your superior can adopt it by simply signing his name. If the problem has been adequately considered and the solution is determined properly it will be so recognized by your superior. Brief side comment or explanation, written or oral depending on the manner of presentation, should suffice, but should be given only if requested.

The theory of Completed Staff Work does not preclude your use of a "rough draft", but the rough draft must not present a half-baked idea. The rough draft must be complete in plan and content—the exact form and number of copies for distribution need not be complete and some editing on a typed copy is permissible. A rough draft must not be used as an excuse for shifting to your superior the burden of determining the final action.

Eases Superior's Work

Completed Staff Work means more work for you as a staff man, but provides more time for your superior to consider and make decisions on a greater number of problems. This is effective, coordinated staff and management action operating as it should for the maximum accomplishment. In

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"Your progress toward a top management position may well depend on the extent you practice 'Completed Staff Work,'" says George E. Sangster . . . Virginia born (1910) Mr. Sangster was graduated from Benjamin Franklin School of Business, Washington D. C. and George Washington Univ. School of Engineering. From Potomac Electric Power Co. to Navy (1943); to Sangamo Electric Company, Springfield, Ill., in 1946, becoming sales research manager in 1949, executive assistant in 1950-51; member American Institute of Electrical Engineers; Springfield Engineers Club.

Management Club Briefs

FOLLOWING its ladies-night dinner that 775 attended, *Fort Worth Conveyor Management Club* heard Kentucky's Colonel Jack Major, then put on a dance which 1200 attended. . . .

Grand Sheet Metal Works Management group heard Chicago Bears star, Lee Artoe, in April—spotlight speaker was Henry Jacobson, chief inspector, on semantics and its relation to making ourselves understood by others. . . .

National Director H. L. Sanders installed new officers of *Pittsburgh Plate Glass Management Club*, Baltimore, at its ladies night in March. . . .

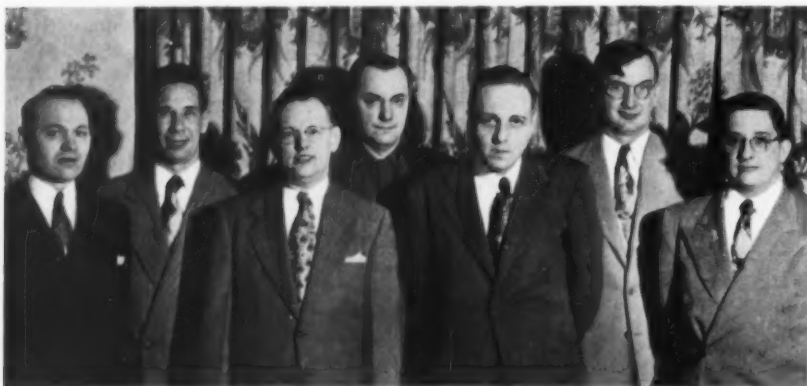
Members of *Maytag Management Club* had an opportunity to question a panel of Company executives on many phases of Company operation and policy following an analysis on the

and maximum industrial preparedness at all times.

This was revealed here in March, by Harry E. Conrad, executive secretary of the American Society of Tool Engineers, following completion of a survey conducted by the technical society.

In announcing the findings regarding this purely voluntary action on the part of industry, Conrad said:

"The importance of this development can hardly be over-emphasized. It means that American industry is committed to a continuing battle, year by year, to maintain and improve the soundness of our industrial economic system. It means that the people of the United States can look forward to a better rather than a fixed or declining standard of living. It means that, with the cooperation of labor and government, the United States can look forward to continued economic progress, in contrast to the static economies which inevitably result from totalitarian forms of government."



New officers at Lake Erie (Engineering Corp.) Foremen's Club (from left): Ernest Kuhnle (B. C.); William Dalfeld (B. C. Ch.); John E. Knowles (P.); Walter Kandron (B. C.); Milton Peer (T.); Ray Schaefer (V. P.); Thomas R. George, Jr. (S.).

Maytag annual report presented to them by Executive Vice President George Umbriet. . . .

Carleton W. Meyer, economics director for Chesapeake & Ohio Railway, emphasized that private enterprise and political freedom must stand or fall together when he spoke before the *Huntington Foreman-Manager's Club* in March. . . .

Dravo Corp.'s Robert Geisler addressed March meeting of *Pittsburgh Coke Management Club*. April's meeting heard NAF Secretary-Treasurer Harold B. Lyda of Trans World Airlines.

Industry program insures U. S. economic increase

Detroit—Four out of five industrial plants in the United States apparently are now committed to a permanent program of keeping their own manufacturing facilities continuously up-to-date to insure U. S. economic progress

Who's Doing What

PRESIDENT J. J. Demuth of *American Society of Tool Engineers* is awarded honorary membership in Institute of Production Engineers, British equivalent of A. S.T.E. . . .

To direct its expanded training program division, *Lester B. Knight & Associates, Inc.*, Chicago, appoints Richard L. Bradley (for LaSalle Extension Univ.). . . .

Named assistant sales promotion managers of Management Controls Divn., *Remington Rand Inc.*: E. J. McDonald and J. A. Brown.

William H. McKenna is elected vice president of *Hanlon-Gregory Galvanizing Co.*, Pittsburgh. . . .

J. W. Stewart is appointed eastern Machine Divn. Sales representative for *Osborn Mfg. Co.* . . .

A. B. Hebeisen is made staff advisor on personnel procurement (salaried employees) by *Dravo Corp.* . . .

New senior associate in *Edward A. Berk & Associates*, Cleveland, is K. Theodore Korn, prominent industrial engineer. . . .

Norton Company's Abrasive Divn. Traffic Manager J. D. Dawson is made general traffic manager, succeeding E. B. Jones, retired. . . .

New president of *Scully-Jones & Co.*, Chicago, is Harold D. Long, formerly executive vice president. . . .

Otis A. Kendall is new assistant sales manager for tabulating machines, Management Controls Divn., *Remington Rand, Inc.* . . .

Newly elected directors of *Trailmobile Co.* are: Vice Presidents Wm. A. Burns, Jr. and J. B. Wharton, Jr. . . .

Frederick J. Griffiths, veteran steel executive of Massillon, Ohio, is new Board member at *Follansbee Steel Corp.* . . .

Dravo Corporation's Safety Director G. O. Griffin is named Company insurance manager, succeeds Robert Hughes, appointed executive assistant to general manager of Engineering Works Divn. . . .

Wm. F. Bernart, executive vice president, is new member of *Plitney-Bowes, Inc.* Board of Directors. . . .

Appointment of Fred C. Poppe as advertising manager of *Yale & Towne Mfg. Co.'s Philadelphia Divn.*, was announced in February by Company's Director of Advertising and Research, James Shellenberger.

Here at home and abroad every dime in non-essential, non-military and hazy-minded spending should be cut to the bone.—Radio's Henry J. Taylor.



New officers of Brasco (Manufacturing Co.) Management Club, Harvey, Ill., (from left) H. P. Stelter (V. P.); E. Roach (P.); L. J. Brandt (S.); L. Kreml (T.).



"Food . . . Under a Capitalistic System". Scene at this year's Ladies' Night of Convair Management Club at Fort Worth, Texas.



FACT and OPINION



By The Editor

Ever Changing America

CULLED out for us in a recent address by Director Roy V. Peel of the Bureau of the Census, U. S. Department of Commerce, are some interesting new statistics about ourselves.

Fifty years ago the "Pacific Coast" had 3¼ per cent of our population, employed less than 3 per cent of our industrial workers, produced just over 3 per cent of our industrial goods (in terms of value added by manufacture). Last census (of manufacturers—1947) shows it with 10 per cent of the population, 6¼ per cent of the production workers, 7½ per cent in industrial products. . . .

Due to high birth rate and continued low mortality, 200,000 "new potential customers" a month are developing. Population increase has been 19 million in past decade. There are 42½ million "households" today compared to 35 million in 1940. . . .

Today's "farm population" is down about 8 million since 1910 to a present figure of 23½ million. . . .

For the first time in any U. S. Census, the 1950 Census reveals that "females outnumber males" in our population—ratio is 100 to 98. . . .

The average family income has reached \$3100 for the nation as a whole with highest regional average in the

Northeast and the West (\$3400), lowest in the South (\$2200). . . .

"Pulling Together"

TITLE of its new employee handbook is aptly "Pulling Together . . . with . . . Pacific Car and Foundry Company." Enlivened by liberal use of effective cartoons and several operations pictures, this Renton, Washington, firm should experience a favorable reaction from its employees. Back cover contains a map with index showing major buildings.

"Good Citizen" Plug

THE AMERICAN HERITAGE FOUNDATION'S guidebook to better citizenship has soared past the two million circulation mark, according to Thomas D'Arcy Brophy, Foundation president.

The 72-page booklet entitled "Good Citizen" presents compactly and readably the basic rights and duties of our American heritage. Many companies

have purchased large quantities for employee and other distribution.

We recently used our own copy during our village council meeting. Members showed great interest in its contents.

Present prices are reported as 25c per single copy; over 1000 copies, 13c each, prepaid. Address American Heritage Foundation, 17 E. 45th St., New York City.

Hercules Cement's Employee Report Praised

WE have ascertained from President D. S. MacBride of Hercules Cement Corporation, Philadelphia, that their Financial Report for Employees entitled "What We Accomplished During 1950" has received much favorable comment from Industry.

In form of presentation it follows the techniques long advocated by the American Economic Foundation in their drive for simple and understandable factual portrayals, stripped of technical accounting terms. We note with interest this foreword in the Hercules' Report, which is important in such presentations:

The figures used in this report have been taken from the Thirty-fifth Annual Report to Shareholders and have been approved by our auditors.

In the Report's Summary, all costs such as "Cost of Using The Tools of Production (Profit)" and "Cost of Human Energy (Payrolls, Pensions, Benefits)", for example, are listed under a heading which states:

Through Their Purchase of Hercules Cement Our Customers Paid the Following Costs:

Thus, Hercules gives emphasis at the correct time, psychologically, to the truth that "payroll costs are met by the customer."

Information on this type of presentation is available from J. E. Canning, director of business relations, The American Economic Foundation, 295 Madison Avenue, New York 17, N. Y.

Among other stockholder reports we received, outstanding presentations were noted by Clark Equipment Company, General Motors, American Brake Shoe Company, Pitney-Bowes, Inc., Doehler-Jarvis Corporation, all of which graphically illustrated products or operations.

An unusual angle in Pitney-Bowes, Inc., presentation is its dedication each year to some group in its organization—this year "To the engineer in Pitney-Bowes—and to the engineer in American industry" with suitable tribute.

Buddy Poppy Sale Aids All Vets

VETERANS of all our nation's wars receive direct and prompt aid from the annual national Buddy Poppy Sale conducted by the Veterans of Foreign Wars, the proceeds of which are used

Foremen attend conventions too!

ANNUAL NAF CONVENTION

Chicago, September 26-29, 1951



exclusively to carry on the organization's extensive welfare and service program for veterans and their dependents and for survivors of veterans.

The 1951 Buddy Poppy Sale, like those in the past, is primarily concerned with raising funds for three major phases of this program: local veteran welfare work, which consumes approximately two-thirds of the proceeds collected in each community; nation-wide service and rehabilitation activities through the national and state organizations of the V.F.W.; and maintenance of the National Home for the children of deceased war veterans. The Home on occasion, too, provides a haven for war widows.

If YOU give a dime for a Buddy Poppy to wear in your lapel on Memorial Day, here's exactly what that dime does. One cent of each Buddy Poppy dime goes to the V.F.W. national rehabilitation service. One cent goes to the National Home. One and one-half cents pay for the handiwork of the veterans, disabled and needy, who make the poppies in government hospitals throughout the country, the materials for making the poppies, and other necessary expenses. The rest of the dime stays right in the community where it was given.

You can't build a reputation on what you are going to do.—Henry Ford.

Understanding Leadership

RECENTLY we received a few notes on "Understanding Leadership" by William Aboussleman, supervisor at North American Aviation, Inc., Aerophysics Division. Born in New York City, Mr. Aboussleman attended public schools there and later served in the AEF in World War I. Subsequently, he made several visits to France and studied in Paris technical schools.

He returned to the U. S. again in 1940 when the Germans were moving on Paris, worked for RCA-Victor and later, Federal Telephone & Radio Corp. He's been with North American since June 1950. We are happy to present his comment below as a guest editorial.

"With understanding and intelligent leadership all things are possible. Because of such leadership, Britain survived the black days of 1940. For lack of it, France went down to early defeat. In the dangerous years that lie ahead, America will, more than ever before, require understanding leadership if the ideals for which it stands are to survive.

"What is understanding leadership? It is a quality claimed by many but possessed by few. An understanding leader is one who is energetic, intelligent, confident in his own ability to attain any desired objective, unswerving in his determination to do so. He possesses the gift of inspiring others with his own will to win. He knows the value of "morale", realizes that a word of praise often will win him loyalty and support that no money can buy.

"He is honesty itself. He will not seek favor, nor permit favor to be sought. He will not tolerate the minimizing or concealment of shortcomings, either in methods or personnel, that cry aloud for correction. He will not mistake insolence for forcefulness. He is not vindictive.

"Personal likes and dislikes play no part in his intelligent planning. He knows that one subordinate with an honest and neglected grievance can, and often will, destroy the confidence of a hundred others in leadership. Only an understanding leader, respected and liked, impartial and just, and critical only when such criticism is construc-

tive, can inspire discouraged and tired men to brilliant achievement.

The efficiency of any organization is but the reflected image of its leadership. For this reason America must be sure that its leaders—political, military, and industrial—retain the high qualities possessed by them in past periods of crisis. In industry, particularly, where steadily increasing output of important material has become a must, many additional leaders of high calibre and in strategic spots will be required. If any such potential leaders are buried in obscure places, unhappily engaged in unimportant work, they should be brought forward, allowed full scope for their unused ability.

"It's a military axiom that "morale is to material as three is to one." It is the most priceless asset of any nation or organization, and only through understanding leadership can its fullest potentialities be realized. It is America's most priceless asset, and by maximum employment of it the nation can, and certainly will, overcome all obstacles in its path.

"Full productive effort from the greatest industrial nation on earth must now be achieved without unnecessary loss of time. Exceptional morale, flowing from the apex of understanding leadership to the base formed by the working members of the team, will surely bring about the attainment of this objective."

Annual Reports Overlook Opportunity

MANY corporation annual reports could be much easier explained by foremen and supervisors to their men if they contained or were supplemented with detailed data showing the distorting effects of inflation.

On March 7, Vice President Paul Garrett of General Motors released a report "Facts About General Motors Sales, Profits, and Taxes In a Mixed Economy." From page 3 we quote:

"In any comparison of current with prewar figures it is important to take into account the distorting effects of inflation. People generally realize this disturbing effect when they use their dollars to purchase goods. They may not realize, however, that profits, too, must be gauged in the light of the shrunken value of the dollar.

"A measure of this shrunken value is provided by the U. S. Bureau of Labor Statistics' Consumers' Price Index. Based on the index it would have taken \$1.73 in 1950 to buy what \$1.00 bought in 1936. Clearly this fact must be taken into account in comparing postwar with prewar profits.

"Thus in 1936 General Motors' sales were \$1,439 million with profits of \$238 million. This was the best profit performance of the 1936-1941 period. In 1950, as shown earlier, GM earned \$834 million on \$7,531 million of sales. Yet such a comparison based on reported dollar figures over a period when the dollar has been decreasing in

(Turn to Page 30)

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Employment Relations

Edited By

Charles A. McKeand



Union Strategy Winning

UNION effort to dominate the defense program seems to be working. Their historic strike against the American people when they walked out of the Wage Stabilization Board and refused to participate further in any Government agency has caused the Administration to appease by creating a "super duper" defense policy board reporting directly to the President. This board is actually being super-imposed over Wilson as the Administrator of our Defense Program.

As this article is written there is still no decision on the wage stabilization policy, but indications are that the Administration will concede, in this matter also, with an enlarged tri-partite board handling not only matters of wage adjustments but all disputes.

During the second World War, shortly after its creation, the National War Labor Board found itself in the position of handling every controversy that arose between employer and union. The unions saw to it that there was always some monetary consideration, either wages or fringe issues. Very little attempt was made on the part of the union to actually negotiate. Matters finally reached the point where the unions would say, in presenting their "demands": "These are our demands and if you don't accede to them we take the case to the War Labor Board", and the case always landed in just that spot.

The writer feels that it would be a serious mistake to give the Wage Stabilization Board or any successor, authority to hear and decide disputes over non-monetary or non-economic issues. We are not in a war emergency and the processes of collective bargaining should still prevail. The board should be the appropriate agency to hear interested parties on matters growing out of issues arising as a result of the stabilization program involving only economic or monetary issues. The unions actually see and will use the opportunity to take advantage of the national defense program to coerce the administration into acceding to their demands for the sake of peace. We will see in the months to come an acceleration in cases taken to the board, many of which should be settled across the bargaining table.

Definite policies should be established by the board for the settlement of disputes having to do with these monetary issues, and all issues should be settled on the basis of board policies

and not as issues between particular parties. If these policies are clear and definite, they should be the answer to a large majority of the cases. Undoubtedly this would in some cases result in a strike, but it is obvious that strikes under such circumstances are not the ordinary dispute between employer and employees. They would really be strikes against the government, designed to coerce the government into making concessions. Such strikes should not be settled with appeasement or concessions, but should be handled in accordance with existing law including the full application of the provisions of the Taft Hartley Act.

If we are to have effective stabilization there should be no relaxing of the policies of the wage stabilization board liberalizing the ceilings for pension, welfare, insurance benefits, the catch-all provisions described as hardship and inequity cases or the so called productivity increases. Such liberalization would definitely stimulate disputes, clog the wheels of administration, and ultimately lead to failure of stabilization.

New Contracts Threaten Wage Ceilings

MANY contracts have been and are now being signed which exceed the fixed limit of the stabilization board. Practically no attention is being paid to the freeze rules. Ship yards, meat packers, textile mills, railroads have all signed agreements which exceed the 10 per cent ceiling. Employers in many cases joined with the union in opposing this limit. A showdown is near on the question of whether the government wage rules mean what they say. If the stabilizers approve these contracts, they will have to ease their rules accordingly. Rejection of them probably will bring threats of and in many cases actual strikes.

This does not mean, however, that all unions are resisting settlements because there are many settlements being made, in some cases for less than 10 per cent. In most cases this is where they are catching up on failure to get large increases in the past. In some cases employers are giving voluntary raises up to the total allowed under the 10 per cent rule. Also, some clauses are being written into agreements allowing unions to file wage requests if and when the government revises its formula.

Indications are that the unions will

win approval for the majority of the pending wage agreements.

Sound Wage, Salary Policy An Aid in Stabilization

MANY longheaded thinkers in management have always advocated sound wage and salary structure and administration. Accurate measuring of the value of the work performed promotes efficient production and helps assure equitable take home pay, thus eliminating employee dissatisfaction because of unfair pay differentials.

Those companies that have such policies will find the attraction of additional employees as well as the retention of the existing work force during this period of defense greatly aided by these plans.

One of the principal assets of such a program, of course, is the ability of a company to justify and support their requests for adjustments under the wage stabilization program. Such programs provide adequate record keeping which is necessary to justify increases.

It is not yet too late for companies to establish sound wage and salary administration policies and procedures. They should not be done because it will aid in meeting stabilization requirements, because it is a tool of good management at any time, but it will be found to assist greatly under the present emergency.

Such a plan would give consideration to the proper differentials between hourly, supervisory salary jobs with due consideration for possible extended work weeks. It includes the re-examination of incentive systems and incentive base rates, particularly in view of the importance of increased productivity and lower unit costs. Over and beyond this, of course, are the consideration of promotions, transfers and the various fringe benefits: pension, insurance, vacations, holidays, etc.

Such a program also provides an excellent channel of communication between supervision and employees. Employees naturally have many questions relating to their pay, and the giving of adequate and sound answer to these questions stimulates greater employee cooperation.

Union Security the Big Issue For Tomorrow

DURING the past two or three years, great emphasis has been placed upon the so-called fringe issues in the question of union negotiations. But now, labor is beginning to intensify its drive for union security. This issue is important because of the impact on the balance of power between management and union. There are many steps on the road to union security, but the end of the road is complete security or the closed shop. The real battle grounds on this issue will be in the areas where there are "industrial" and not "craft" unions: in such industries as steel,

—PORTRAITS from a SUPERVISOR'S ALBUM

by Eldon Frye



When the Super gets sore at you, his secretary does too—it's good policy.

metal manufacturing, rubber. Craft unions are more interested in complete closed shop, so as to control craftsmen. Industrial union is interested in another type of security, the union shop.

Under the Taft Hartley Act the closed shop is illegal. This, however, somewhat resembles the noble experiment during prohibition: there was liquor sold although it was illegal.

The issue of union security looms large in the months and years ahead.

Future Goals of Unions

GENERALLY as go union contracts between big unions and big companies, so go the contracts between the small employer and his union. Recently we have seen a large number of long-term contracts negotiated. Now the unions are looking ahead to the day when these contracts are up for renewal. They are beginning to lay the ground work of their educational programs leading to those negotiations. The United Auto Workers in their recent convention in Cleveland forecast what can be expected. Among the serious demands for the future will be the annual wage, larger pensions, longer vacations, higher pay scale.

On the subject of pensions, it is expected that the demand will be for an increase from \$125 to \$200 a month. These figures to include social security benefits. There is also indication that

the demand will include the worker be given a vested interest in his pension to protect him if he changes to another payroll. They are also planning larger annual increases based on increased productivity. These will be over and above the living-cost increases. They also plan a maximum vacation allowance of four weeks.

Study committees have been created by many unions to gather material on the question of the annual wage covering a guarantee of pay for at least two thousand hours per year.

Another interesting item coming out of the Cleveland convention was the increase in dues to provide the auto workers with a \$15 million strike fund; also 10c of each month's dues to be set aside for a fund to be used by national and local unions for political action.

It's interesting that the leaders of big unions loudly proclaim their belief in the American enterprise system, yet they fail to realize the economic impact of their demands upon the system, still evidencing a very great lack of understanding of the fundamentals of our economy.

... Standards Man

(From Page 7)

would find plenty wrong with those new tools.

His boss would find out that as long as he was there he was going to run things his own way. He wouldn't really do anything to that "green" kid or tool designer. He'd kill them with "passive resistance"—that's how he'd do it.

You can all appreciate that it's a tough enough job maintaining coverage, getting the proper tools, and good scheduling under normal conditions. Imagine what a beating our triangle was taking now.

7) *Some supervisors take no positive action to ensure that the tools, workplace, and machinery are maintained in A-1 condition.* When the Incentive program was first put into effect in Jim's department, the machinery and tools were put in good shape. The operators were making out okay. Everything was fine.

Several months had gone by. Jim was on an incentive program too. His incentive earnings were tied into a budget that some remotely removed accounting department had prepared.

Jim knew how to beat that budget. Just keep all the expenses down. Don't get a machine repaired until it breaks down, and then just spend enough money to get it going again. Don't buy any tools until you run out. Then buy the cheapest you can get.

For the last several months Jim's operation really looked good—on paper. His boss, one of those guys who was accustomed to operate strictly from re-

ports, and who hardly ever went into the plant to really get the "pulse of the place," even praised him at the foremen's meeting.

But what about the future. Poor Jim. But to heck with him. Look what's happening to our Incentive plan: machine breakdowns, lost time, men can't make out on the jobs, disgruntled operators, grievances, and round and round we go. Hidden costs by the bushel. Waste, inefficiency, stupidity.

8) *Some supervisors do not coordinate with other foremen or staff groups to eliminate non-standard conditions that are a result of operations outside the particular department.*

Jim gets a pan of parts from foreman Don's department. The parts are not as they should be so that Jim has to get Joe to change his setup and disregard the routing in order to get the parts completed properly.

Jim gets the parts out and says nothing to anyone. Heck, there was only a panful. He'd get them fixed up. Jim forget about it.

A couple months later Jim received about 20 pans of these same parts. He looked them over, checked them out. Sure enough, the same trouble as last time.

Jim blew his top. What the heck was wrong with Don anyhow? Couldn't he see to it that things were done right? It was just a little thing before. Jim hadn't coordinated. Now he wanted to put the blame on Don.

Meantime the job is non-standard. Coverage drops. Things are sloppy.

We could continue. . . .

Jim doesn't keep proper safety conditions. An incentive operator is injured. The blame immediately: too much production required, standard too tight.

Jim doesn't keep equipment in shape. Joe produces scrap. The standard comment: standard too tight. How can Joe produce quality.

Joe can't make out on the job. Jim doesn't take pains to show him how.

Joe who could beat Standard is hitting only 50 percent. Jim puts up with him. Doesn't warn him. Doesn't transfer him to another job.

Jim is aware of an undercurrent of trouble in the department. He may know what the problem is. He isn't positive he can solve it, yet he doesn't inform his boss or other staff people on his level of the problem.

Jim doesn't abide to good housekeeping practices. The result: accidents, scrap, etc.

Summary

Let's compare the foreman's administration of an incentive plan to a football team's effort. If every player performs his assignment with precision, skill and right timing—if the players keep in shape, work together and maintain high morale, the team is certain

to win a lot of games, the team will be successful.

Successful administration of incentives requires constant vigilance, self-discipline and a cooperative spirit by men of leadership caliber. Perfection of all the details is necessary for the continued success of any Incentive Plan.

The foreman is a key man. He has a big job to do. Is he big enough to do it?

Adapted from a presentation before Second Annual Battle Creek Management Forum, February, 1951.

Wife: "All right, my dear husband, I'll admit that I spend money. But just name one other extravagance!"—Pure Oil News.

Cover

OUR cover this month is honored to present a board of directors chairman who is a charter member and active participant in his Company's foremen's club: M. F. "Max" Balcom of Sylvania Electric Products, Inc. Sylvania supervisors are most fortunate in this respect for they are able to call on him frequently to outline the Company's program ahead and their part in its execution.

Mr. Balcom himself has the good fortune to have a genuine interest in people. This helps him to win others to his convictions: that free competition is the life of progress . . . that only independent means of distribution preserves freedom of competition . . . that there will always be a place "at the top" for independents who work together to provide an ever higher standard of living for America.

Unity of thought, purpose and action is essential, says he, to develop management team play, to build men. The foreman, as a management member, is under heavy pressure today from several directions. Without help he cannot give Industry his "all out" effort. Thus, he says, has been born the need for organizations of men who have common problems to settle, clearing houses through which ideas can be pooled and broadcast to others. The Code of Ethics of The National Association of Foremen, he thinks, should be adhered to by all men of management, the foremen in American Industry.

Unreservedly, he plugs their own Foremen's club when he says that opportunity for success of any supervisor lies in his ability to prove he is able to lead men . . . what better tool than the Sylvania Foremen's Club "to reflect your leadership. . . . Your enthusiastic support and participation in your Foremen's Club will pay you real dividends."

Mr. Balcom urges his men to be open-minded, to magnify their leadership. Leaders always stand out in the crowd, he says, not because of personal accomplishments necessarily, but because of their ability to get things done. And, he avers, "There are only two kinds of judgment: negative judgment and constructive judgment. The open-minded are the only people who have ever contributed to human progress."

Originally joining (1918) Nilco Lamp Company, a "parent" of Sylvania, he helped set up the Sylvania Products Company (1924) to manufacture radio tubes. He was elected a director and vice president in 1937. In 1944, he was elected treasurer, which office he still holds since becoming Board chairman in 1950.

Industry might improve foreman morale and effectiveness immeasurably if more executives will test Mr. Balcom's theory of close coordination with the vital supervisory arm.



New Bendix Supervisors Club officers and board at South Bend, Ind., recently installed (from left, seated): Don Carton (T.); Gordin Kennedy (V. P.); John Appleton (P.); Cliff Webster (S.). Standing are board members Willis Vanderbeck, immediate past president; Bert Berry, Elmer Wenzel, Max Bulhand, Robert Cardiff, Richard Rainier, Otis King. William Levy, acting executive vice-president of NAF, was installing officer.

Completed Staff Work

(From Page 13)

summary, Completed Staff Work yields two important results:

- 1) Department Heads and Top Management are protected from incomplete solutions or half-baked ideas, unnecessary memoranda and immature oral discussions.
- 2) The Staff man who has true management calibre and a real idea to sell

finds a more ready market at a higher pay level.

As a final test of your Completed Staff Work—would you be willing to sign your proposition and stake your professional reputation on it? Your "boss" must. This is the responsibility that goes with the authority and privilege of top management positions. Your progress toward a top management position may well depend on the extent you practice Completed Staff Work.

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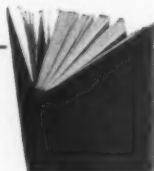
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and the art of
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Dr. William Levy

It is not so important to be serious as it is to be serious about important things. The monkey wears an expression of seriousness which would do credit to any college student, but the monkey is serious because he itches.—R. M. Hutchins.

QUESTION—Our Club is interested in starting a course in public speaking. Can you suggest any material that would help us.—EMC (Penna.)

ANSWER—I have written to many men around the country who are eminently qualified in the matter of speech. First let me quote from Dr. Arthur Secord, of the Department of Speech at Brooklyn College:

"I know of no really good outline of a course in public speaking. However, if any of your friends have taken the Dale Carnegie Course they have a pretty good one in their little Red Book."

"E. C. Buehler of the University of Kansas has recently published a little book called YOU AND YOUR SPEECHES which strikes me as rather effective."

"To the best of my knowledge there is very little good material available on public speaking in the field of strip film. There is one excellent motion picture (a short one) on stage fright, also edited by E. C. Buehler, which I believe is to be distributed by someone in New York."

"For some time now I have been recommending Richard C. Reager's book YOU CAN TALK WELL. I still think it is the best book of its type I have seen. (Note: This book is now in the NAF Traveling Library. Code S-307)."

Next let me give you the remarks of Harold P. Zelko, associate professor of public speaking at Pennsylvania State College:

"As to lesson plans and instructor's outlines I must say that I am prejudiced in this respect, since I have just completed and published, through the National Foremen's Institute, a rather complete Instructor's Guide for Developing Speakers. I spent a lot of time on this Guide, in an attempt to give the industrial training men and others a workable tool from which they could conduct a practical speech training course."

"There are not too many of these Guides or Lesson Plans available on the market. I have a small collection of things that have been developed by industries such as the Erie Railroad, York Corporation, SKE Industries. They are brief outlines or mimeographed pages."

"A fairly complete Instructor's Guide has been developed by James Bender, National Institute for Human Relations, titled, INSTRUCTOR'S GUIDE TO TEN LESSONS IN SPEECH TRAINING FOR EXECUTIVES AND SALESMEN. This is mimeographed and available from him at 545 Fifth Avenue, New York. It is primarily aimed to improve

voice, diction, and articulation; rather than practical ability to speak in groups, etc."

Lastly Mr. B. D. Danchik of B. D. Danchik and Associates of Chicago wrote in part as follows:

"You will find enclosed a rough outline of a speech course as I used to handle it. It has been revised considerably. I am sending it to you for whatever purpose you think advisable."

The outlines mentioned by Harold Zelko and B. D. Danchik are being sent you.

As an additional recommendation on a course in public speaking may I suggest that, in a large measure, the success of the program will be due to the personality and qualifications of the individual who is serving as the leader or instructor. Sometimes you are able to get a man from a university who is able to combine the qualities of adequate knowledge with the ability to transmit his ideas in an easy, informal style that is readily adopted by members of the club.

Then again, you may have the possibility of having an individual within your own organization or within one of the other industries who has had considerable experience in conducting public speaking. Incidentally, I would suggest that you use an informal title such as "Speech-Craft" or "How to Speak Effectively".

A number of our clubs have had considerable success with this program and you might want to contact some of them and ask for their suggestions. The first one that comes to mind is the Columbus Foremen's Club; you might contact Frank Albanese, Coordinator, the Foremen's Club of Columbus, 306 S. High Street, Columbus 15, Ohio—ask him for information and help.

About Films

OUR AMERICAN CROSS-ROADS

THE new film OUR AMERICAN CROSS-ROADS is particularly timely. It presents concrete evidence of what this country has achieved in genuine progress during the past half century under our free enterprise system.

The movie starts out at about the time the "newfangled" automobile began to replace the horse and buggy. Through the medium of an animated display it shows what life was like in

a typical sleepy little village of those days.

As the film continues, it shows how the automobile brought new roads and bridges—how it broadened our horizons and literally moved the farmer and his produce to town—how it provided the foundations for scores of independent small businesses to get started and larger ones to grow—and how, in general, it transformed thousands of typical little cross-roads centers into prosperous communities and suburbs. Altogether, it is a simple story of how the development of the automobile has contributed to our growth as a nation.

In sound and full color, and free from commercialism, this 16 mm. motion picture concentrates the achievements of a lifetime into a highly entertaining 27 minutes. It is available for group showing at no charge other than the cost of transportation to and from the General Motors Corp., Film Section, Dept. of Public Relations, at 3044 West Grand Blvd., Detroit 2, Michigan.

(Please include the following information: your name, your organization or company and address, the estimated size of your audience, your preferred show date together with one alternate at least 30 days later—and they will be glad to advise you promptly when you may expect the film.)

TWA FULL COLOR MOTION PICTURE FILMS:

FLIGHT INTO TIME

THE heritage of all our yesterdays comes into vivid life and color on the motion picture screen as you hear the voices of the past and walk the highways of history in this TWA 27 minute sound-color film **FLIGHT INTO TIME**.

From its first stop in Lisbon, Portugal the scene shifts across the Old World to Spain, then to Rome, Venice, Greece, the Holy Land and the journey draws to an end in Egypt.

FLIGHT TO ROMANCE

THE warmth, color and romance of Europe's famed vacation areas are shown on the screen in TWA's 27 minute color-sound film **FLIGHT TO ROMANCE**. The traveler enters the Old World through Ireland; then to London, England—to Paris and the French Riviera. Most thrilling pictures are those of the Swiss Alps. The climax of the trip is the tour of Italy.

FLIGHT TO THE SUN

"FLIGHT TO THE SUN" is a complete 40 minute color film cover-

ing the major points of scenic interest in our great Southwest.

The film transports the audience to famous resorts and vacation areas and features a rodeo, a wild pig hunt, fishing in mountain lakes and streams and trips by motor and horseback through the rugged beauty of canyon and desert areas.

Note: The above mentioned TWA films are 16 mm sound full color prints available on loan, free (except for transportation costs) by request to any TWA Sales Office or Institute of Visual Training, 40 East 49th Street in New York City.

New Books In NAF Library

THE MANAGEMENT OF PERSONNEL AND LABOR RELATIONS (2nd Edition)

By Watkins, Dodd, McNaughton and Prasow
Thorough, authoritative treatment of the entire field of personnel relations. Discusses clearly and impartially the practical problems of personnel, and labor management; and methods of procedure that have been found effective in industry and business. (Code M-318.)

PUBLIC SPEAKING FOR BUSINESSMEN (3rd Edition)

By William G. Hoffman
An eminently practical and realistic book which comes directly to grips with the problem that besets the public speaker. (Code S-319.)

OFFICE METHODS, SYSTEMS AND PROCEDURES

By Irvin A. Herrmann
A complete book on streamlining office work. Anyone who has the responsibility of running an office can find in this book a way to short-cut an office operation; save time, money, effort. (Code F-320.)

PRODUCTION PLANNING AND CONTROL

By Thomas M. Landy
Deals with prevailing principles and laws governing production planning and control, discusses how and why they hold under given conditions, analyzes in detail various functions needed for its efficient operation. (Code J-321.)

RATING EMPLOYEE AND SUPERVISORY PERFORMANCE

By M. J. Doohar and Vivienne Marquis
Explains how to rate subordinates and how to evaluate other men's ratings of those they supervise and reviews all major rating systems now in common use. (Code P-322.)

APPLIED JOB EVALUATION

By H. G. Stanway
Carefully planned to meet practical requirements of a manual for training supervisors, personnel men, union representatives in the assembling and analyzing of job data, rating of jobs, setting of wage rates, installing and operating a job evaluation plan. (Code P-326.)

SALARIES, WAGES AND LABOR RELATIONS

By J. O. Hopwood
Guide in setting up and operating programs for coordination and equitable distribution in payment of wages, as well as in broader applications of sound organization principles in administrative work. (Code P-327.)

SMALL PLANT MANAGEMENT

By Dr. Edward H. Hempel
Prepared by a group of experts this authoritative book brings you the advanced management techniques that can be applied in small plants and technical service units in different industries, and that will help secure maximum production at a minimum cost per unit. (Code F-328.)

THE TECHNIQUE OF EXECUTIVE LEADERSHIP

By James F. Bender
Whatever your job, this book will help you achieve or maintain a position of executive leadership. It will be equally valuable to young executives on the way up and those at the top already doing executive, administrative, training work. (Code A-329.)



HIGH MAN in the recent NAF Bowling Classic was L. J. Witschger, Crosley Management Club, Cincinnati, with high individual game of 254. Ceremony of presenting the trophy he holds took place at the Crosley Club meeting in early April.

THE ART OF PLAIN TALK

By Rudolf Fleisch
Dr. Fleisch offers sound and practical rules for producing a readable kind of writing and gives good examples of the skill he is trying to teach. (Code S-330.)

PROFIT SHARING

By Kenneth M. Thompson
A comprehensive and up-to-date analysis of the American profit sharing movement. A full section is devoted to the study of how a company goes about sharing profits, illustrated with carefully selected, representative profit sharing plans. (Code F-332.)

THE KEY TO PEACE

By Clarence Manion
Every foreman or supervisor, sincerely anxious to help his workmen and his neighbors straighten out their own viewpoints on what course Americans should pursue today should read Dean Manion's "100 pages of wisdom." (Code A-333.)

Speaker grads do stuff

Columbus, Ohio.—Home talent was featured at the April meeting of C. B. F. Management Club of Columbus Bolt & Forging Co., here.

Recent graduates of the club's public speaking class under direction of R. E. Christin, club member, took part in the program. Six of the 17 graduates gave short talks. Others taking part included acting program chairman Ron Wilson.

William A. Carlile, Jr., Executive Vice President, Columbus Bolt & Forging Co. was the current event speaker. Music was furnished by the club orchestra with singing under the direction of the club's music committee. Last year's World Series films were shown by the picture committee.

Guests included Lee Payne, Kilgore Manufacturing Co., Westerville, Ohio and Frank Albanese, co-ordinator, Columbus Foremen's Club.

—John Meinhardt.

The Sailor's Wife remarked to her husband that when they were first married he used to say she had a shape like a beautiful ship. The husband told her that her cargo had shifted.

Chicago awaits you!

ANNUAL NAF CONVENTION

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Plant Protection

(From Page 5)

out all employee personnel, screen visitors and be in charge of identification of personnel to protect against sabotage and espionage.

The police chief should organize a plan of traffic control that will provide for evacuation of wounded and first aid cases and provide for easy access to the plant for fire fighting equipment taking into consideration the normal local traffic conditions.

Another staff group is that of personnel protection headed by the medical chief. The medical chief would be in charge of the first aid teams, being responsible for their instruction. Industry must keep in mind that if a major disaster occurs there will not be enough trained doctors and nurses to treat all the serious casualties. Medical services must be well organized since early care will be instrumental in saving many lives. First aid clearing stations should be immediately staffed for the care of all casualties. Plans should be made to evacuate major casualties as soon as possible to community first aid hospitals.

The medical chief should organize an ambulance service using the facilities such as trucks operated by the plant itself. The medical chief is in charge of the health and sanitation of the en-

tire organization both before, during, and after a disaster.

The fifth suggested unit is that of rescue and salvage. This unit is responsible for the planning of actual physical protection of industrial equipment. This group is also responsible for the employee protection from injury due to blast. Rescue crews should be organized and trained to remove trapped personnel from debris caused by any type of disaster. These crews should be carefully trained as to their duties and methods because in a number of cases if a wrong move is made the result will be certain death to the person trapped.

Rescue crews should also receive training in the basic first aid course to enable them to give emergency first aid to trapped personnel. This group is also responsible for the decontamination of the physical property whether it should result from a radiological source or gas. Finally, this group will be responsible for the cleanup and repair of the buildings and equipment after disaster has struck.

Control Center

All of the previously mentioned service branches are controlled from a control center which is located in an advantageous place within the plant. This control center is the brains of the en-

tire organization. It is the center of communications throughout the plant and is staffed by the controller, communications supervisor, record clerks, and the various heads of the service branches.

Within this center should be maintained a complete record of all incidents pertaining to industrial security including a detailed record of the disaster. These records should not only contain the detailed information pertaining to damage to buildings and equipment but must also contain detailed information pertaining to all personnel which have been even slightly injured. The completeness of these records may be instrumental in saving the industry considerable money from damaged claims and law suits.

There are three major objectives to be attained in the organization of industry for defense. These are the protection of physical equipment of the industry, the protection of personnel, and organizing in order that production can be resumed with the least possible delay.

Survey of Machinery And Supplies

A complete survey of the plant should be made with the object of the protection of the machinery, equipment, and supplies during an attack. It may be necessary to reinforce building structures. It might be possible to rearrange production equipment in such a manner that the large and heavily constructed machines will form a protective barrier for the smaller more fragile pieces of equipment. It may be that heavy production parts can be so arranged to protect such equipment. In extreme cases it might even be necessary to construct barricades of reinforced concrete to protect machinery and machine tools which are vital to the particular industry.

The physical equipment of the plant may be perfectly protected and receive no damage but if the skilled personnel of this same plant are rendered inoperative through injuries the plant itself might just as well have been destroyed as far as the necessary production is concerned. We must, therefore, make plans to protect and shelter the personnel of the industry.

We all recognize that the ideal protection would be a sufficient quantity of underground bomb proof shelters placed in locations immediately available to all employees. The cost of this type of shelter would be prohibitive to most industries and in a great many cases would be impossible because of space limitations. We must, therefore, locate relatively safe places in each department where the personnel of that department may receive maximum protection available. This may be under machine tools, heavy work benches, in basements if the ceiling is strong and

Tips

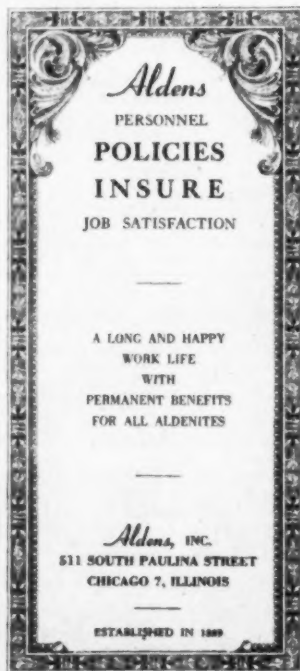
Alden's PERSONNEL POLICIES Insure . . .

AN unusual idea for emphasizing company policies which are considered to offer benefits to employees has been inaugurated at Aldens, Inc., Chicago. Briefly, paid vacations, employee discounts, free hospital insurance, free life insurance, rest periods, overtime pay, and similar company policies are set out as benefits in a form resembling an insurance policy.

Says Director of Industrial Relations Jack C. Staehle: "We have all the standard forms for telling employees about personnel policies: Employee Handbook, Personnel Policy Manual, Bulletins, Blue Cross Booklet, Life Insurance Booklet, others.

"This new form was designed to give employees the policies in a convenient form and to resell the policies. To emphasize the value of these policies, we printed it like an insurance policy.

"We know that even with the best personnel policies, it is necessary to keep them in front of the employees. Otherwise, they are apt to be taken for granted."



properly braced, or along the inside of strong well constructed building walls. These locations should be selected with consideration given to the fact that the maximum shelter can be procured from flying glass and particles, and that the individuals will be protected from being crushed should the structure itself be destroyed.

Plans should be made now to be able to resume production at the earliest possible time after the disaster strikes even though a very small per cent of the machines for production would be useable. This is vitally necessary for the maximum maintenance of the effort of the country as a whole and is excellent for the morale of the industry itself. Machines which are beyond repair should be cannibalized and their useable parts made available for the repair and maintenance of other machines not so badly damaged.

Alternate production methods should be worked out using less specialized equipment. Buildings should be rendered as nearly storm proof as possible after the disaster in order to protect the equipment and personnel from the elements using tarpaulins, roofing paper, and any other available material. Under no circumstances should material be used which is scarce or necessary for the production.

The experience of European countries during War II has proven that even though they were bombed over a period of several years at very frequent intervals it is possible to maintain production at a reasonably normal "way of life" if the will to survive is strongly enough instilled within the minds of civilians. We can survive any disaster if we have the will to do so.

Industrial Hygiene

(From Page 9)

knew how serious our hygienist really was. This was my first insight on some of the work being done by our Medical Department. I had no idea, up to then, that work of this nature was so handled.

We, as foremen, realize that our job is a pretty big job. We are charged with quality, production, costs. We are charged with the care of our men. We have found that if we can maintain healthy men, both physically and mentally, we can maintain our quality, production and cost. We therefore are very interested in acquiring the know-how to achieve this.

Our big job is not to sell changes to the men, but to sell them the idea that a trial is warranted. This trial period should never reflect a do-it-or-else attitude.

It is good policy on any change to ask the help of foremen and men involved. We might be unable to help as far as equipment goes, but we could give ideas as to what we would like and expect. After all, to be honest

about it, most changes are built around the complaints and gripes of the men. Men do not grumble too much unless they think it is possible to improve. There may be many good ideas behind some of the gripes.

Each and every one of us has pride, although I will admit it is dormant in many of us. We like to feel that we are a part of changes and improvements that help us.

Our morale is boosted when we are consulted. We, too, take pride in a job well done.

One of the biggest mistakes, in my opinion, is that we do not publicize

Should your foremen attend, too?

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industrial hygiene work sufficiently. Many men do not know what a Medical Department does. If we were better acquainted with its activities, we would be more careful of our choice of materials, or answers to problems. I know that part of my job is to give men this information, but I do not have too many answers available. You just can't walk up to a man and start talking to him about medical care. It is much better and easier to have him ask questions and then see that he gets an honest answer. I have run into people, who still have wrong conceptions of past events. They have never learned the latest and true answers about things. I have been fortunate in learning some of them, but there are many that I do not have and there are many men who do not know any of them.

If material is published that starts a man thinking, then he will ask questions. If more men ask questions, and get answers that they can understand, they may be able to change some of their old ideas. Then our job as supervisors, and yours as medical men and hygienists, will be easier.

In management it's "Grow . . . or Go!"



Spot News

NEW \$10,000,000 plant near Paducah, Ky., is announced by *Air Reduction Company, Inc.* to increase vital supplies of calcium carbide. Construction, starting July 1, will require 1000 construction workers at its peak.

Electric Storage Battery Co. announces plans to build automotive battery manufacturing plant at Aurora, Ill., for completion this year. Initial employment about 100.

A national conservation drive to help alleviate the critical supply situation in iron and steel scrap is being pushed by the *Steel Founders' Society of America*.

Price Director Di Salle says rise in living costs may have reached a peak. Buyer resistance has been a big factor.

Available from *Industrial Services Branch, Office of Public Information in Secretary of Defense Office* is "Index of Military Purchasing Offices: A guide to Industry in Selling the Military Department."

The *Air Force* has opened its new nation-wide, push-button, high-speed telegraphic communications network linking 179 stations in the United States. The System was designed and provided by the Western Union Telegraph Company after 15 years of research.

"The Otter," the Army's new and versatile amphibious vehicle, is in production by the *Pontiac Motor Division of General Motors* at Pontiac, Michigan. The Otter can plow through mud, go through water and travel speedily over land.

New cargo ships to be called "Mariners" will be successors to the Liberty and Victory ships built during World War II. These 20-knot vessels are designed for service without convoy in forward areas and will be equipped with helicopters to fight off submarines. Congress voted \$350 million for the program. Some launchings are expected this year.

Employment offices at *Kelly Air Force Base, Texas*, are speeding up operations to recruit 500 employees each week. Approximately 2,700 vacancies now exist.

When a supervisor returned home at the end of the day, his wife noticed that he acted rather fidgety. "Whatever happened?" she asked.

"I got quite a shock this morning," he explained. "You know, I overslept and got to the office 40 minutes late. And when I arrived—the plant was running!"

Developing the Foreman

(From Page 11)

whom they may come into contact.

The supervisory program has pushed on into still more unexplored territory. The foremen submitted themselves to an anonymous check questionnaire which covered many topics of interest to management and helped establish themes for study in the future. A personal psychological testing system was also applied to all who volunteered to take it. This brought on a counseling service where an individual could be given advice on specific ways in which he could remedy defects or deficiencies. When the Philadelphia Chamber and Board of Trade sponsored a series of Lectures on Basic Economics by Dean Carothers of Lehigh University, SKF arranged for 75 of its management men to attend.

In recommended cases, SKF will refund up to 75 per cent of the tuition for formal college and institute training in accredited subjects related to SKF's business and to the individual duties as supervisors and employees.

Observation tours are conducted for foremen who want to increase their knowledge of the company's operations and products. Tours have also been conducted to other companies.

A series of monthly Management Forums is held, with top executives of the company's various divisions as speakers.

The company sends all supervisory employees a monthly management news letter and a copyrighted weekly management bulletin.

Slides, movies and schedules of recommended reading of books from the company's technical library are also presented regularly.

Facts Flow Down, Ideas Up

To complete the foreman's background as part of management, complete lines of direct communication, from the president down to the shift foreman, have been established in all plants. Information concerning policies, procedures, sales, product changes, customer relations, technical advances, and many other matters of interest to employees is accomplished principally through weekly meetings of various supervisory groups.

Thus, facts not only go down, but ideas flow up through the different management levels. Factory foremen are more and more meeting regularly with those they supervise. In this connection, the effective speaking program has given foremen the confidence and poise to conduct these informal meetings.

While SKF believes that the most effective means of communication is that of face-to-face contact, particularly daily contact, it nevertheless utilizes every possible means of direct and indirect contact, such as posters, movies, customer exhibits, plant tours

by employees, plant visits by district sales personnel, talks by customer representatives, weekly and monthly information bulletins, the employee magazine, occasional letters to the homes of employees, and other channels.

A Team Developed

With the Management Development Program now in its fourth year, there

is visible a continual improvement in individual proficiency and overall teamwork on the part of our management group. The old saw, "Nobody ever tells me anything; I'm only the foreman", has been completely wiped out at SKF.

Wife: "I think I hear burglars, John . . . are you awake?"
John: "No."

Management News

Cleveland group likes 'Y' course

By Geo. Bruck

Cleveland— In the spring of 1950, Mr. Allmon of The National Council of Industrial Management Clubs visited The Foremen's Club of Greater Cleveland. His purpose was to clarify a "conference type" series of meetings, the idea and style of which was first projected by his organization. Both the Board of Control and the Educational Committee of The Cleveland Club were so impressed that a series of five Management Development Conferences were started on October 16, 1950. The series was continued on consecutive Monday nights. The Conferences were held at the Central YMCA, with J. W. Ryan, training director of Industrial Rayon Corporation, as conference leader.

Each session was headed by a "Resource Man" who answered the group's preformulated questions. R. W. Helmig, vice president in charge of manufacturing of the Electric Products Company, answered 22 questions revolving about the key question—"What must a foreman do to get ahead?" He stressed ability to express oneself vocally and in writing, self-improvement, development of calmness and dependability in handling various situations and learning to handle work and unusual assignments with a certain degree of independence of action. In other words "Bottom up management."

W. F. Knebush, works manager and C. C. Sorensen, personnel director of the Harris Seybold Company, were the "Resource Men" at the second session. The key question was "How Can Supervisors Cope With Growing Unionism and at the Same Time Fulfill Their Part as Management?" Mr. Sorensen answered questions which dealt with Personnel Relations from a staff standpoint. Mr. Knebush answered the questions which called for decisions and actions from operation management's view. Both emphasized three fundamental principles in dealing with today's Unions; mutual understanding; respect and confidence; dealing with facts rather than emotions. Union representatives should be kept informed of

contemplated changes in work loads and production planning.

Ralph K. Hoitsma, Research man in the Industrial Relations Department of the Standard Oil Company, was the third "Resource Man." His key question was "What is a Good Man From Top Management's Point of View?" Some of the most outstanding thoughts that he provoked were: Leadership qualities are a must in modern industry; ability to put across his ideas, by the written word or orally, is a great asset to a foreman; it is becoming increasingly necessary to acquire more training to keep ahead of technological advancements.

J. I. Lucas, of the Yoder Company, did an outstanding job as "Resource Man" with the problem "Supervisors Want Recognition". The topic could have been stated that a supervisor seeks to improve his managerial ability by participating in management development courses and using other means to develop himself. He is anxious to get across to top management the idea that he has developed as managerial material. Mr. Lucas answered with some of the following thoughts: Top management sometimes takes its foremen for granted. A suggestion was made that the Foremen's Club should form a speaker's bureau, to furnish speakers that could remind top management to give their foremen more attention. Conferences and field trips should be encouraged and if reports are submitted to management by the participants, merry-making will not be looked upon as the ultimate end of such activities. Foremen should be treated with respect, be an important part of the grievance procedure, be kept informed continually on all phases of the business before it gets to the Union steward or the newspapers. Foremen and top management should attend social functions where good, all-around fun overcomes plant policies, jealousies and misunderstandings.

The fifth and final conference got underway with W. K. Bailey as "Resource Man". Its specific title was "Team Spirit in Management." Stress was given to small meetings, at which

all levels of management are present. Supervisors should be encouraged to participate in community affairs as a means of broadening themselves. Invite top management and superintendents to club meetings and become acquainted with them. A man must convince his immediate superior that he is ready for an advancement. A fatalistic attitude is far from helpful to an individual, and management should do all that is possible to eliminate an environment fostering the undesirable feeling.

Time clocks fade out

Janesville, Wis.—A hallmark of the working man's world—the time clock—went by the boards here in April according to Willis Rabbe, vice president (manufacturing) for Parker Pen Company. Rabbe said there is no established precedent among companies employing thousands of hourly workers for the company's decision to do away with the time clocks, which have been "a fixture on the American manufacturing scene for several generations."

"Others regard our move as one of great significance in the field of employee relations," Rabbe said. "For us, there were good practical reasons and definite psychological benefits to be gained by eliminating clock-punching queues. Mainly, employees save time and escape a minor emotional irritant, and what helps them helps us. We don't mind being in the position of a pioneer."

Rabbe said the adoption of a personalized rather than mechanized method of recording hours worked had induced a favorable reaction from union leaders as well as employees. Preceding the decision was a series of tests during which it was demonstrated that employees welcomed the privilege of being their own bookkeepers and would do the job conscientiously.

The way the tests worked was this: Starting in September of 1950, supervisors of smaller work groups were no longer required to use the clocks, but instead filled in hand-written time cards at day's end. That was to determine whether an acceptable performance could be expected. It also provided supervisors with experience in administering such a plan. Later on, the plan was tried in two small departments. There the plan was proved successful on an actual working basis. It was welcomed enthusiastically by the hourly-paid employees involved. Following that came the plant-wide adoption.

Industry leaders guests of Hammond supervisors

Hammond, Ind.—On March 5, the Hammond Management Club held a luncheon meeting for leaders of the many industries in Hammond to hear Dr. Allen A. Stockdale speak on the subject "Teamwork Wins".

Over seventy-five local industrialists heard Stockdale, dean of the speakers bureau of the National Association of Manufacturers, talk on the need for a closer relationship between top management and foremen. This is the first of a series of meetings sponsored by the Hammond Management club and ties in with their program for 1951. In this program they have adopted the slogan "Better Foreman Betters Industry".

Why not a "Convention" vacation?

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Here's news: movies more popular than television

Lorain, Ohio—Running counter to the reported general trend is the report that movie entertainment is proving more popular than television at the Lorain, Ohio, Youth Center.

When the National Tube Management Club here donated funds for a movie projection machine, Youth Center directors feared that the recreation center's television would "steal the show" on movie nights.

However, subsequent experience in the next few months showed that the films—short subjects, comedies and an occasional feature picture—were more

popular than television and drew regular audiences of 90 to 100 teen-agers.

Youth Center directors report that the movie projector has substantially increased attendance at the Youth Center, helping to provide constructive recreational activity for a large number of boys and girls.

When the children were asked for their preference in entertainment for their anniversary party, they specified a feature length movie rather than an orchestra, their usual choice.

The club is made up of supervisors at Lorain Works of the National Tube Company, and is now starting its fifth year, with B. B. Deitch as president, F. N. Oertell and Frank Rahotina vice-presidents, R. A. Greenert secretary and Ben Dowding treasurer.

Panel at Sylvania

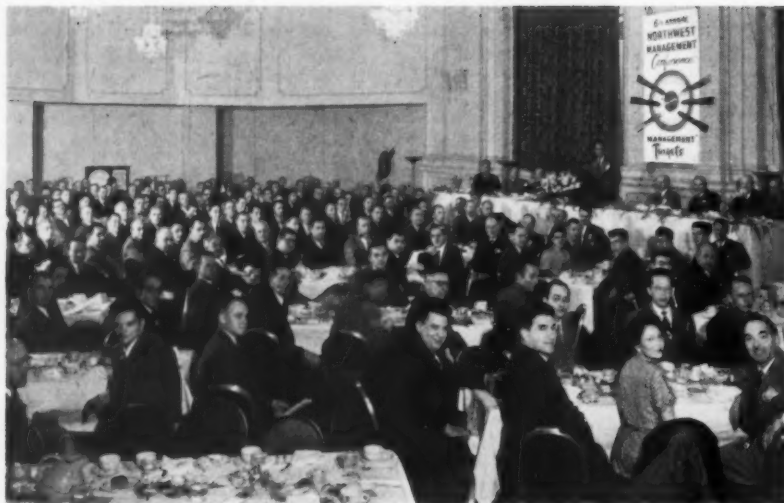
Buffalo—Nearly 100 members of the Sylvania Foremen's Club here enjoyed a "Why Do We? — Why Don't We?" panel discussion at their dinner meeting April 12 at the Peter Stuyvesant.

Major division heads participated, answered all questions of the membership. Howard Riordan, general manufacturing manager, represented top management. Others included Ben Holsinger, Sales; Leon Guest, Accounting; Harry Martin, Purchasing; Norman Harvey, Engineering; Al Lang, Production; Dean Richman, Quality Control; Howard Hagen, Industrial Relations; and Bob Wilson, Planning. Jack Haley officiated as moderator.

Ten new members were welcomed by President Bert Pratt: Walter Rosenow, Fred O'Melia, Lennard Glaesser,



When National Tube Management Club at Lorain, Ohio tallied up a nice civic deed by presenting funds to Lorain's Youth Center to buy a movie projection machine. Representing the Center: Mike Bulzoni, Mrs. Elfrieda Thomas; for the Club; then president and secretary, Frank Rahotina and D. D. Lynn.



NORTHWEST MANAGEMENT CONFERENCE (6th Annual), during luncheon, held March 10 in Portland. Sponsoring Management clubs included those of Seattle, Portland, Tri-Company, United Air Lines, Tacoma. George T. Jennings of Portland Gas & Coke Co., gave president's address—Floyd Hewett, Dairy Coop-Mayflower, was conference chairman.

Richard Goetz, Joseph Lamm, Irving Brown, Geary Hamerer, Walter Winkey, Fred Muhitch, George Edwards.

Program Chairman Phillip Surdyke reported that plans are being made to have supervision from all the plants of the Sylvania Electric Products Company represented at the May meeting. Glenn Massman, popular National Association of Foremen speaker, is scheduled to talk.—H. Klaiber.

CED's program

Washington, D. C.—A fair distribution of the tax burden, maximum restraint on inflation and minimum impairment of production are the main objectives of a 1951 "pay-as-you-go" Federal tax program recommended by a group of business leaders for prompt enactment.

In its newest statement on national policy, "An Emergency Tax Program for 1951," the Research and Policy Committee of the Committee for Economic Development (CED) recommended:

"1) Maximum possible economy in government expenditure, which would reduce Federal cash expenditure by some \$6 billion from the \$74 billion proposed for fiscal 1952.

"2) Prompt enactment of a \$10 billion tax increase.

"3) Tight restriction on the expansion of bank credit.

"4) A national program to encourage private savings.

"This program, fully carried out, would yield a cash surplus of two to three billion dollars in fiscal 1952," the CED said. "Thus it would maintain the anti-inflationary influence of the

budget but would not rely exclusively upon higher taxes to do this. At the same time, it would greatly strengthen the defense against inflation at the points where the defense has been weakest—namely control of the expansion of credit and the promotion of savings."

The Committee repeated its 1948 recommendation that Congress establish a Commission on National Monetary and Financial Policies.

The Committee's tax proposals would yield approximately \$5.25 billion from new and increased excise taxes, \$3.85 billion from an increase in individual income taxes and \$1 billion through a new Defense Profits Tax.

"No one can reasonably expect that he will escape a share in the costs of failure of the government to economize," the Committee said. "The costs will be widely distributed—either by inflation or by taxes—and everybody will be exposed to them."

Plymouth to sponsor model plane contest

Detroit—Plymouth Motor Corporation will sponsor the Fifth International Model Plane contest at Detroit, August 22-27, D. S. Eddins, president of Plymouth, announced today.

Two spectacular new events, combat flying and Navy carrier deck operations, are among the 31 events on the 1951 International program. Although both have been flown previously as exhibitions, this will be the first year in which they have been put on a competitive basis.

Invitations to the International will, as in the past, be limited to the top 500 model fliers in the United States, its possessions, and foreign countries who

establish outstanding records in preliminary meets. Plymouth dealers in hundreds of cities and towns are planning local and statewide contests between now and July 29 in which young hopefuls may qualify. First preference will be given to fliers who have qualified in contests sponsored or co-sponsored by Plymouth Dealers. Second preference will be given to those fliers who submit applications based on winning performance in any other model plane contests sanctioned by the Academy of Model Aeronautics (governing body of model aviation in the United States). The International is sanctioned by the AMA and held in conjunction with the Aero Club of Michigan.

Prizes in the Fifth International will include \$4,725 in U. S. Savings Bonds as well as 96 first, second and third place trophies for the various events, and eight beautiful perpetual trophies.

"The addition of combat flying and Navy carrier deck operations to our contest is in keeping with the latest trends in model aviation," Eddins said. "Since our association with model fliers, we have found that they like to build models closely resembling the full scale planes which have the most modern developments."

The combat event, for example, features actual "dogfights" by the planes of two contestants who compete against each other. The models, flown by control lines, have long paper streamers attached, and the idea is to cut the opponent's streamer as near as possible to the plane. Judges award points for successful attacks, as well as for adroit evasion of attack. Combat maneuvers of the midget planes are breath-taking to see. Zooms, climbs and dives emphasize the skill of the fliers as they narrowly avoid mid-air collisions and devastating power-dive crashes.

Participation in the International will be open to boys and girls in three different age groups: freshmen, 11 years or under, not yet 12; juniors, 12 to 15, not yet 16; and seniors, 16 to 20, not yet 21. As in the past, model fliers above the age of 20 may still fly in a special open class in local and state contests, but will not be permitted to compete with the younger modellers in the International at Detroit. Entry forms will be available at Plymouth dealers' showrooms about May 15, 1951.

Grand Sheet program under way

Chicago—New officers for Grand Sheet Metal Products Management

Plan now to attend!

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Club are Paul Mohoric (P.); Louis Shifo (V. P.); Paul Biel (T.); Louis Bellecomo (S.); Vincent Owles, Jr., national director. The March 2 meeting featured Ken McIntyre of United Air Lines with a film on Hawaii. May 4 will be an interesting discussion-type meeting with a panel of experts from top management, consisting of Mr. Koransky, company secretary, Mr. Sadoff, vice president, Mr. Franklin, treasurer, and Mr. Streicher, plant superintendent. A dinner dance is under way for the June meeting to take place at the Chicago Furniture Mart.—H. Jacobson.

Quality control in military procurement

Cleveland—Much has been written regarding control required to insure the quantity requirements of the Military Procurement program. Another vitally important aspect of this program, *Quality Control*, will be the subject of intensive discussion when several thousand engineers gather at the Fifth National Convention of the American Society for Quality Control in Cleveland's Public Auditorium, Cleveland, May 23-24. This meeting will feature presentations by top military personnel on "What the Armed Services Expect of the Contractors' Quality Control Department" and on "The Principles and Practice of Military Standard 105-A". Military Standard 105-A will be the over-all standard of acceptance of material by the Armed Services. Rear Admiral M. L. Ring, Director of Supply Management, Munitions Board, will discuss "Problems of Military Procurement" at the luncheon meeting on May 24.

Numerous technical papers covering applications of Quality Control and the use of statistical techniques in assembly work in the metals, chemical, electronics, and pharmaceutical industries and will also be presented. A specially designed educational series is to be offered for those desiring an introduction to the fundamentals of Quality Control. Over forty exhibits illustrate applications and Quality Control at work. Practical demonstrations of equipment aids such as measuring devices, calculators, computers will be presented.

Detailed program and registration blanks may be obtained by writing to: W. H. Coughlin, Registrar, Box No. 3035, Euclid 17, Ohio.

Registration fees depend upon portion of program attended.

The one thing worse than a quitter is the man who's afraid to begin.

Chicago awaits you!
ANNUAL NAF CONVENTION
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MANAGE May 1951



NEW CHARTER PRESENTATION by NAF's Past-President B. A. Hodapp to Management Club of North American Aviation, Inc., Columbus (Ohio) Divn. New officers (from left) are Joe Hanson (T.); Leo Wildermuth (S.); Henry Vaughn (P.); Mr. Hodapp.

Briggs hears about pensions

Evansville, Ind.—Ralph Irvine addressed the Briggs Management Club in April in the Vendome Empire Room. Mr. Irvine is director of the Insurance and Pension plan of Briggs Manufacturing Company, Detroit. Subject: "Employee's Pension Plan".

Awards were presented by Steve Bartek, head of Sports and Activities, to winning members of the bowling tournament. High for three game total W. Gardner; runner-ups were C. McKain, W. LeMon, E. Reinhart, G. Reinhart. High for single game total J. Strange; runner-ups were P. Waters, S. Bartek, H. McClellan, D. Kinnaird.

K. S. Crawford was elected to the Board of Governors in place of E. Ray, transferred to Briggs Detroit. H. E. McClellan, National Association of Foremen director, conducted installation ceremonies.

Dinner music was furnished by Jeanne Campbell, who played the piano and solovox. Following the dinner a program of entertainment was furnished by a group of Bosse High School students. Don Hillyard, accordionist, Lola Mae Glenn, tap dancer, and vocal solos by Sheldon Breskow and Betty Jo Hill. Bosse High's vocal director, Richard Hyatt accompanied the group.—E. Newman.

Ratify constitution

Pittsburgh—Climaxing another successful year of activity the Western Pennsylvania Affiliated Clubs of the "NAF" met April 27 and ratified the adoption of their first Constitution.

One representative from each of the 16 member clubs comprised the executive board, who in turn elected the

officers and committee chairman from its own membership.

Retiring President J. C. Baughman automatically became chairman of the Board, without vote privilege. Elected officers will be announced at a later date.

Pittsburgh's Annual Safety Council Conference featured a two-hour program presented by the Affiliated Clubs.

President Baughman served as moderator as John Fannan, Elliott Foremen's Club, Frank Bridges, Robert Shaw Foremen's Association, and John W. Long, Dravo Foremen's Club, discussed "How I Make Safety Work in My Department".

A humorous skit was presented by Blaw-Knox Division Foremen's Club with Frank Gozon, Chester Logan, John Reiber and Richard Sprucebank as cast. Produced by Jack Smith.

Area Manager Ray Monsalvatge recently completed one of his periodic visitations of local clubs and his wholesome expression of "NAF" principle and fact was a real tonic to all.

Our sincere best wishes to Jim Blissell who did yeoman service in this area during January and February.

We salute a grand "foreman" and man among men—"Tke" Jones, Lewis Management Association, who retired in April.—J. Smith.

Birmingham's joint meet

Birmingham, Ala.—For the first time, all NAF affiliated clubs in the Birmingham District gathered for a dinner-meeting in April. Speaker was Colyer Snyder, international news commentator. Held in the Thomas Jefferson, attendance ran more than 300 local foremen.

Serving as MC, L. M. Smith, vice president of Alabama Power, intro-

duced the speaker and other distinguished guests.

Birmingham NAF-Area Council has made plans to make this type meeting an annual affair, furthering acquaintanceship and the professional spirit among foremen in the district.—Victoria Smith.

New NAA Club aims high

Columbus, Ohio—At the March meeting of the newly organized North American Aviation, Inc. Columbus Division Management Club, B. A. Hodapp, past president of NAF presented the club's charter and a gavel to President Henry A. Vaughn.

Ground work for organization was laid at a meeting of four of its members in December. From this group grew an organization committee of eight men. An organization meeting was held in February, at which Mr. Hodapp was guest speaker.

There were 196 eligible members in the North American plant, and, at the charter presentation meeting in March, 196 members of the N. A. A. Inc. Columbus Division Management Club became affiliated with the National Association of Foremen. Glen Massman was guest speaker and delivered an inspirational address.

With the influx of many supervisors from the Los Angeles Division of N. A. A. Inc., most of whom are members of the Management Club at that Division, and in view of the anticipated growth of the Columbus Division, it is expected that the largest management club in Columbus will grow to be one of the largest in the nation, and that its development will become an important factor in local affairs and in its affiliation with the National Association of Foremen.

M & M awards

Los Angeles—Official recognition of successful programs to develop better employment relations within the Southern California area was made in March by the Merchants and Manufacturers Association at their 55th Annual Banquet in the Ambassador Hotel.



MEETING AN FBI MAN—Don Fuller (left), president of Manitowoc Shipbuilding Company Management Association, introduces his son, Michael, to Edward E. Converse, (third from left) Federal Bureau of Investigation resident agent, of Green Bay, after a father and son dinner-meeting of the association in March. Looking on are Robert Ellig (far right), program chairman, and his son, Bruce. Agent Converse discussed work of the F. B. I. in talk to association members and guests.

Following a program originated by the M & M in 1949, Bryant Essick, president of the Association and president of the Essick Manufacturing Company, presented special award citations to two local production executives and one Los Angeles concern.

E. L. Hazard, plant manager, Continental Can Company, was honored "for outstanding leadership in supervisory development, thereby stimulating a high degree of cooperation among all levels of management within his company".

Citation presented to Lee Stockford, Lockheed Aircraft Corporation honored his successful work in making a particularly useful contribution in the field of Personnel Administration.

Special award to a company that has done an outstanding job in some one phase of employee relations was presented by M & M President Essick to the Supreme Engineering Company, 5048 West Jefferson Boulevard for training of physically handicapped to meet precise production standards.

Olson Rug supervisors explore problems

Chicago, Ill.—Two meetings have been held at the Olson Rug Company since the last report was submitted. As both meetings were dominated by discussions on the problem of handling personnel, as pertaining to transfers between departments, it is felt a more complete report can be had by reporting it at one time.

Here in was shown the value and usefulness of the Supervisors Club, whereby one month a problem can be presented, discussed and decision withheld until members could gather more information while preparing a policy for future use. It was clear that all Supervisor's were more cognizant of present-day personnel problems, probably due mainly to previous discussions and recent pertinent items in *MANAGE* on the subject.

Harry Sikorski, personnel manager, and leader of the discussion, presented a tentative plan of company policy as relating to personnel transfers in the future. Emphasized was the fact that it is easier, while being much cheaper, to move a dissatisfied man to another department where chances are he might be happier and needed, than to let him go and hire TWO new men. It was not necessary to point out how advisable it was to hang on to any man rated "good" or better.

Many words flowed back and forth with the result that in the future if any employee isn't "getting on" in any department he should first:

- 1) Discuss his problem with his foreman, and
- 2) If no arrangement suitable for

MANAGE May 1951



"Ladies' Night" . . . at Dixie Cup Management Club, Chicago.

both is reached, the employee can see the personnel manager for an interview.

3) If he is a good man with any suggestion that he might be more successful elsewhere in the company, every effort should be made BY ALL CONCERNED to get this man more favorably placed.

4) The aim is, the company first, personal inclinations later.

The men were sounded out on how favorably received would be a hospitalization insurance for the entire family of the worker, somewhat on the order of the Blue Cross Plan, instead of just for the worker, as exists now.

Some questions were asked—with few satisfactory answers found—on the question of the new wage restrictions. More will probably follow on this.

The meeting was concluded in a lighter vein with films on the 1950 World Series and one on the making of umpires for our Major Leagues, plus one on the making of our present day road maps.—*Mitchael Katnik*.

Plymouth to build rescue plane hulls

Evansville, Ind.—Plymouth Division of Chrysler Corporation announced last month that it will build hulls for the Grumman Albatross amphibious air rescue plane at its plant here.

Announcement of this defense order was made by D. S. Eddins, president and general manager of Plymouth. The company has been building Plymouth passenger cars at Evansville since 1935.

This is the first major airframe project to be announced by Chrysler Corporation in the current defense program, although the company is planning to build Pratt & Whitney jet aircraft engines. Chrysler also has started work on medium and heavy tanks and tank engines and is assembling Dodge military trucks.

The Plymouth Division recently announced that its assembly operation at Evansville would be consolidated with assembly of Plymouth cars in Detroit. No date has yet been fixed for stopping the Evansville assembly operation, which will continue under present plans until machinery required for the airframe assignment is ready for installation in the plant.

Projected schedules for the Albatross hull job call for employment of approximately 1,400 persons when maximum monthly output is reached.

During World War II the Evansville plant produced more than 3½ billion rounds of small arms ammunition and more than 100,000 incendiary bombs; reconditioned 1,660 General Sherman tanks; turned out 800,000 tank grousers, and rebuilt more than 4,000 military trucks.

G. H. Rumford, Jr., plant manager at Evansville, will direct the new defense assignment.

MANAGE May 1951

Bowling figures in

Toledo—Completed statistics show that the Dayton Foremen's Club team took the measure of 289 other foremen's club teams at the 1951 NAF Bowling Tournament with a four-game score of 3632, a total of 484 pins over average.

The team, composed of R. Baugham, W. Mattox, R. Orril, H. Weaver and Capt. V. Kuntz, walked off with the revolving team trophy, individual trophies for each member and \$200 in cash.

Top individual winner was C. Manley, of Ohio Rubber Co., who rolled 211 over his average to take \$100 and a trophy.

Team trophy for actual pinfall went to a team from Doehler-Jarvis plant No. 2, Toledo, with 3821 pins. Individual pinfall champion was O. Colline of Oliver Corp., with 869 and the individual high single game was rolled by

being handled by J. B. Driscoll, former president of the Toledo Club and a national director of NAF.

In all, 26 cities were represented, with Detroit furnishing 117 teams to lead in that department. Toledo entered 53 teams; Lorain (Ohio) 28.

A comparison with previous tournaments shows that new records were set in all competitive events except in individual high games. The 275 rolled by J. Gardner in 1949 is still the record in that respect.

Dravo employees win awards

Pittsburgh—Awards totalling \$500 have been given to 12 Dravo Corporation employees in the company's 12th annual technical papers contest.

Winners received their awards March 20 at the Dravo Engineers Club annual dinner in the University Club



Bill of Rights—Wilson New, Knoxville Schools superintendent, and Miss Mildred Doyle, superintendent of Knox County Schools, accept gifts of framed Bill of Rights from Howard Cardwell (center), president of Cherokee (Textile Mills) Foremen's Club. They will be displayed in junior and senior high school libraries. Copies were also presented to the Lawson McGhee and University of Tennessee libraries.

R. Witsger, of Crosley Div., Avco Corp., with a 254. Other trophies went to the Maytag Co., Newton, Iowa, as the club sending a team from the greatest distance, and to the Great Lakes Steel Co., Ecorse, Mich., for the greatest number of entries, as reported previously in MANAGE.

The third annual classic, sponsored by the Foremen's Club of Toledo, proved the biggest to date, with 90 more entries than the previous year. The tourney was rolled on the city's newest alleys, the 42-alley Haggerty Bowling Center, with arrangements

here. Contest is designed to encourage the preparation of technical papers by company employees.

First prize of \$150 was received by L. F. Adams, auditor of the Corporation, for his paper, "Centsless Accounting." Describing Dravo's technique of dropping pennies in accounting procedures, the paper or excerpts of it has been published in more than 50 newspapers and magazines.

A. J. Dawson, chief engineer of Dravo's Engineering Works Division, won second prize of \$100 for a paper on the "Design of Inland Waterways

Barges".

Third prize of \$50 was presented to Lloyd F. Green, assistant production engineer of the Engineering Works Division, for his paper, "Welded Barge Construction".

Honorable mention awards of \$25 each were given to nine other employees.

Post Cereal honors retired supervisors

Battle Creek, Mich.—Another first was entered into the annals of the Foremen's Club of Post Cereals when the March meeting of the club was designated as "Retired Supervisors" night. Invitations to attend were extended to all retired supervisors and they turned out in full force. Each honored guest was introduced and they heard a poem written and read by club member Ernie Schmid in which he told of the important part each one of the retired guests had played in building Post Cereals, the Carton and Container Division, and the Foremen's Club. The poem also related the state of affairs that existed within the individual departments after the supervisor took leave of his daily work and entered into the field of retirement.

Highlighting the evening was the appearance of William Otto, secretary of the Lansing, Michigan Chamber of Commerce and the only non-educator to be included in the "flying school room" trip to Europe. Mr. Otto told of his experiences from the time he learned that he was to make the trip until he was back in the United States and able to place his feet "back on the good old soil."

"Sports Night 1951", held in April, was a meeting that will long be remembered by club members and the guests who attended. The honored guest and speaker for the occasion was Everett "Sonny" Grandelius, All-American halfback from Michigan State College. Completing the program, and making it a full Michigan State night were the members of the gymnastic team, runner-up to the University of Illinois for Big 10 honors in the 1951 season.

Victor chemical group in civic gesture

Mt. Pleasant, Tenn.—In March, the Victor Chemical Works Foremen's Club here honored the Hay Long High School boys and girls basketball teams with a banquet at the school cafeteria.

Principal speaker was John Bibb of the NASHVILLE TENNESSEAN sports staff. His topic was "The Value of Sportsmanship Today". J. B. Smith, school principal, gave a short talk on sportsmanship and thanked the Foremen's Club for their interest in school activities.

This banquet has been an annual

function of the club since 1949. It is hoped that such meetings will afford the students a better understanding of the moral obligations and human relations of the industrial employee.

Below is a letter received from the school principal.—M. C. Cherry.

March 27, 1951

Mr. B. W. Powell, President
Victor Foremen's Club
Mt. Pleasant, Tennessee

Dear Mr. Powell:

May I say again how much we enjoyed the beautifully-planned banquet given by your club last Friday evening in honor of the basketball teams of Hay Long High School and the fine spirit which prompted it.

The men of your club are to be commended for their interest in the students of our school. You are always ready to encourage them and hold up to them the principles of fair play. One can render no finer service to his community than to help the boys and girls of that community for they are the community's most valuable asset.

Mrs. Smith joins me in sincere good wishes to each of you.

Sincerely yours,

(Signed) J. B. SMITH
Principal

Plant-town program

Pittsburgh—A program of community relations advertisements, combining interpretation of personnel and policies with frequent product tie-ins, has been instituted by Westinghouse Electric Corporation.

Harry J. Deines, Westinghouse general advertising manager, said the series which began recently in 52 newspapers in cities and towns in which the Company's plants are located, is the result of a survey made last year in several representative Westinghouse plant towns. This survey revealed a need for greater public understanding of Westinghouse products, people, policies.

Advertisements appear once every two weeks throughout the year. Each advertisement relies heavily on photographs of Westinghouse people and on relatively short copy to tell the story. Theme of the program is "Another Reason Why You Can Be SURE . . . If It's Westinghouse".

The advertisements, many of which are localized, are closely integrated with efforts of the Company's Public Relations and Employee Information departments in all plant towns. Reprints of the advertisements are being carried by the Westinghouse News, company-wide employee publication, and on bulletin boards in all plants. Further use of reprints is being made by plant town dealers, and blow-ups of the advertisements are being prepared for use in Family Day programs throughout the Company.

Mr. Deines said this campaign by its technique of presentation and frequency of appearance will help to create among the diverse groups which affect the Company's home town standing, a friendly feeling of acquaintance-

ship which can be a real asset to Westinghouse.

The advertisements are being placed by Ketchum, MacLeod & Grove, Inc.

Fact and Opinion

(From Page 16)

value can be misleading. If, on the other hand, the 1936 figures are stated in terms of 1950 dollars, based on the BLS Consumers' Price Index, the following comparisons result:

	1936 (000,000)	1950 (000,000)	Per Cent Increase 1950 over 1936
SALES			
In 1950 dollars...	\$2,486	\$7,531	203%
In actual dollars	1,439		
PROFITS			
In 1950 dollars...	\$ 412	\$ 834	102%
In actual dollars	238		
Profit as per cent of sales	16.6%	11.1%	

"As will be seen, in terms of 1950 dollars sales in 1950 were three times those of 1936. The percentage increase in profits was only half as great as the increase in sales."

Bathurst Returns

AS we go to press, NAF's Executive Vice President J. E. Bathurst has returned to Dayton—is expected back at the office on May 1. We understand he has improved greatly during his recent leave of absence, news that his many friends will be glad to hear. His return may give William Levy an opportunity to renew his acquaintance with the Levy family . . . and incidentally with NAF's Dayton staff.

A henpecked husband was being examined in the witness chair during a trial in court. "Do you mean to tell me that you have always treated your wife with the greatest respect?" asked the bullying examiner. "Always," replied the husband firmly. "And you've never once spoken a harsh word to her?"

The man in the witness chair hesitated for a moment and the attorney was quick to seize his opportunity.

"Be careful how you answer," he roared. "Well," said the henpecked husband at last, "I remember I did yell at her once to, 'Put down that poker!'" —Pure Oil News.

"I can do anything in the world for I am master of space and time," said the first lunatic. "Nothing is impossible for me."

"There's one thing you can't do," said the second. "When I throw a beam of light from my flashlight I bet you can't walk on it."

"Do you think I'm an idiot?" said the first. "When I'm halfway up you'll turn off the light."

Why not a "Convention" vacation?

ANNUAL NAF CONVENTION

Chicago, September 26-29, 1951

MANAGE May 1951

SAFETY SALON



AGENDA . . . SAFETY! Clark Equipment Company group meets with Accident Prevention Engineer Wm. S. Manspeaker (extreme right). Others (from left): Hess, Ellerton, Barney, Robinson, Corey, Gray, Goodale, H. Reed, Martin (standing), Francisco, Winans, W. Reed, Holy, Steele.

All-time safety record at GM

Chicago—Employees of General Motors in 1950 achieved the best safety and occupational health maintenance record in the 43-year history of the organization, a report made public today by the National Safety Council revealed.

Despite a new all-time peak of 465,239 in employment, 99.65 per cent of all GM employees went through the year with no working time lost because of an occupational illness or on-the-job accident, the report stated.

The record year earned for GM employees for the seventh time the National Safety Council's award of honor for distinguished service to safety.

GM's previous record safety year was in 1949 but the 1950 record was substantially better from the standpoint of both the number of accidents and their seriousness.

Ned H. Dearborn, president of the National Safety Council, commended the GM achievement at a luncheon in Detroit, where he presented the award to Harlow H. Curtice, executive vice president of General Motors.

"The emphasis placed upon accident prevention and health maintenance by General Motors has borne splendid results," Mr. Dearborn said. "It is most appropriate the National Safety Council should recognize the outstanding leadership GM people demonstrated so convincingly in 1950.

"General Motors has always been one of the nation's outstanding leaders in the field of safety and to my knowledge this is the finest safety record ever achieved by a multi-plant automobile organization."

Mr. Dearborn presented the certificate of award to Mr. Curtice, along with the official safety award flag of the council, which now bears six stars, one having been added for each year of the award following the original citation in 1942. The award was made to General Motors previously in 1942, 1943, 1944, 1947, 1948 and 1949.

The company-wide accident rate (number of disabling injuries per million man hours worked) for General Motors in 1950 was 2.12, an improvement of 18 per cent over the previous record set in 1949. The 1950 severity rate (number of days lost per thousand hours worked) was .386, an improvement of 10 per cent over 1949. The safety statistics are computed under regulations established by the American Standards Association.

In accepting the award on behalf of all GM employees, Mr. Curtice said that the new all-time safety record achieved in 1950 is a great tribute to the co-operative efforts of all GM employees and the members of supervision who guide them in applying safe working habits in their daily jobs. It is especially gratifying that we were able to make this fine record at a time when our employment and

production was at a new high. Without the real interest and co-operation of everyone in our organization in accident prevention and health maintenance such an achievement would not be possible."

Steel casting safety campaign nets seven perfect records

Cleveland—Continuing gains in steel foundry safety practice during the past calendar year, highlighted by achievement of perfect safety records by seven steel casting companies and exceptionally low accident frequency ratings for 18 others, was reported here in April by F. Kermit Donaldson, executive vice president, Steel Founders' Society of America.

Heading the list of companies cited by the national technical society were six Eastern and one Texas company, all of which maintained perfect safety records throughout 1950 with no lost-time accidents of any sort. Setting the pace was Hughes Tool Company, Houston, Texas, which completed its third successive year of accident-free operation.

The six other steel foundries with unblemished records in 1950 were Bethlehem Steel Co., Bethlehem, Pa.; Hartford Electric Steel Corp., Hartford, Conn.; Weatherly Steel Castings Company, Weatherly, Pa.; Quincy Steel Casting Co., Inc., North Quincy, Mass.; Malcolm Foundry Co., Inc., Newark, N. J.; and Tonawanda Electric Steel Casting Corp., North Tonawanda, N. Y.

Closely trailing these seven safety leaders, 18 other steel foundries established exceptionally low lost-time accident frequency ratings of less than 10.0 (per 1,000,000 man-hours of exposure), and several of this number, Mr. Donaldson reported, established two-year records having maintained similarly low ratings during 1949.

Providing continuing evidence of steel foundry safety consciousness, an overall cumulative lost-time frequency rate of 21.0 throughout the industry was established in 1950, Mr. Donaldson said, as compared to the 28.4 rating for 1948, and 33.4 rating in 1943.

Classification of recorded lost-time injuries showed that incidence of injuries was highest in cleaning and finishing, molding, and miscellaneous foundry departments. Further accident analysis indicated that improper working and lifting positions assumed by workers, improper use of hands, feet or body, and other unsafe movements predominated as accident causes.

Steel Founders' Society of America membership represents a majority of steel foundries in North America and more than 90 per cent of actual productive capacity. It long has been a leader in promoting safety practices in manufacturing operations.

In management it's "Grow . . . or Go!"

HAP HAZARD

THERE IS NO SUCH
THING AS A
FOOL
PROOF
MACHINE



NATIONAL SAFETY COUNCIL

Safety meet for Clark supervisors

Battle Creek, Mich.—Safety meeting of the Clarks Foremen's Club here was held at the American Legion Club, March 21.

William S. Manspeaker, accident prevention engineer, was program chairman for the evening and presented Dick Morrell, service engineer of the Liberty Mutual Insurance Co. and J. E. Glass, district supervisor of the Loss Prevention Department of Liberty Mutual.

Mr. Glass spoke regarding the effect of good communications on accident prevention. He pointed out that the supervisor must have a genuine interest in human personalities, and be able to dramatize living facts while persuading fellow workers to work safely. He completed his talk with the admonishment, "Take a Moment for Safety."

Following Mr. Glass' talk, a fire prevention film was shown.

Club president, Henry Steele, presented new members: Donald Dyer, Woodrow McCarty. Leo Boice reported on the Club's participation in the National Association of Foremen Bowling Tournament, held recently in Toledo. He stated that Ray Moulder, Bill Boyette, and Henry Steele all placed.—W. W. Davis.

"The cab driver has at last won the official recognition he deserves in his traditional post as America's mobile information clerk. An Ohio steel company invited all the local drivers to dinner recently and gave them a conducted tour of the works. "We realized that strangers ask them questions about us and our business," said an executive of the company, "and we wanted to be as much help to the drivers as possible, so we arranged this trip to let them know first hand what goes on in the plant."—Steelways.

the Foreman Market

for plant tools
and equipment

Blackmer announces new hand pump line

Grand Rapids, Mich.—Newly designed hand pumps in five series of 7, 10, 14 and 28 gallons per minute capacity, each in several models, are in production with first deliveries May 1, according to B. L. Gordon, president of Blackmer Pump Company.

The new line, known as Series 210, 404, 414, 828 and 807, is available in models as pump only; with suction and delivery pipes for drums and skid tanks; with return drip-pan for barrel mounting; with refueling hose and nozzle; with floor stand for underground tanks; with brackets for wall or foot mounting; with locking device; and with changes of accessories for most combinations of the above models.

Series 210 is direct drive, 10 g.p.m. capacity. Series 404 is direct drive, 10 g.p.m. capacity. Series 414 is direct drive with 8" or 10" crank, and 1" or 1 1/4" openings for light or heavy liquids for delivery to 14 g.p.m.

Series 828 and 807, to 28 g.p.m., are geared hand pumps for normal or viscous liquids wherever liquids are dispensed from drum-size or larger containers, and for faster hand refueling or defueling.

Series 828, 807, 414 and 404 are swinging vane construction with cam-bored bodies that deliver a nonpusating flow. Series 210 is sliding vane construction. All vane are self-adjusting for wear, according to the manufacturer. The new series represents the first major changes in the line during recent



years in capacity and efficiency increases, exterior styling, and added models to increase the range of usage in dispensing, refueling or defueling. Exclusive features claimed also include accessory kits to enable conversion of models for wall mounting and foot mounting of pumps.

New literature picturing the line is available on request from the manufacturer, Blackmer Pump Company, 1809 Century Avenue, Grand Rapids, Mich.

Specific visors for specific hazards

Pittsburgh—A new line of faceshields, offering greater user economy through a choice of specific visors for specific types of hazards, has been introduced by Mine Safety Appliances Company.

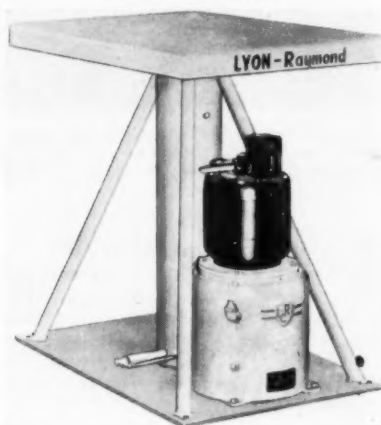
The "Chempruf" visor is specially built to guard face, eyes and neck against chemical

splash, while the "Chipruf" visor offers particular protection against light flying particles. It is stated that with the visors tailored to the job, each type delivers longer service with better economy in its specific duty.

"Chipruf" is recommended for sanding, light grinding, wood working, hot metal pouring, glass manufacturing; "Chempruf" gives protection wherever acids, oils, chemicals, gasoline, hot liquids may splash or spray.

Both are interchangeable on standard M-S-A "Headline" design headgear, which is preformed to fit natural contours of the head. Headgear is available in three types, with full spark-guard, with semi spark-guard, with no spark-guard. For extra large area protection, M-S-A super-gard faceshield is offered with both visor types.

Described in bulletin No. CN-4, copies may be obtained from Mine Safety Appliances Company, Braddock, Thomas and Meade Streets, Pittsburgh 8, Pa.



Power Pump for Hydraulic Table . . . by Lyon-Raymond Corp.

Power pump offered for hydraulic table

Greene, N. Y.—When the use of a Hydraulic Elevating Table requires many cycles of elevating and lowering, a power operated pump increases the speed of these operations.

LYON-Raymond Corporation now offers a 3/4 H. P. motor-driven pumping unit for their line of hydraulic tables. The pump can be operated by either a pedal controlled foot switch or push button hand switch.

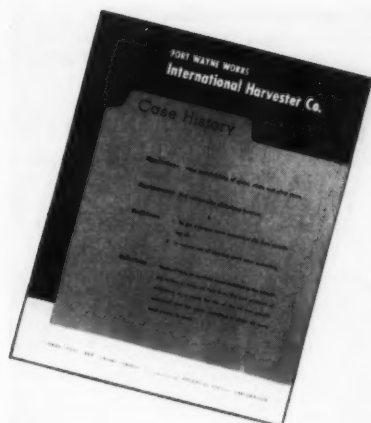
The unit has a self-contained oil reservoir and is supplied with either the conventional type or pancake type ball bearing motor with current characteristics to meet each customer's requirements.

Full information will be supplied by the manufacturers, LYON-Raymond Corporation, 285-80 Madison Street, Greene, N. Y.

Solution to quench oil consumption problem

Lebanon, Ind.—Solution to costly quench oil consumption problem at International Harvester Co., Fort Wayne Works, is presented in a specially prepared case history, published by the Honan-Crane Corporation.

New bulletin explains and illustrates, with use of charts and photographs, Fort Wayne's new quenching method, "mass marquench-



ing" of gears, shafts and other parts—shows how installation of Honan-Crane oil purifiers has enabled them to safely use quenching oil three times as long in this particular operation. Tells how quench oil, kept clean and at a desired viscosity, drains more readily from the parts after they are quenched—results in less oil consumption, reduced costs of cleaning parts after quenching.

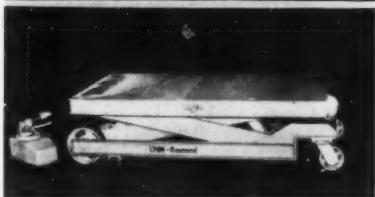
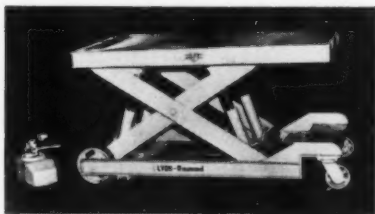
Case history further describes effectiveness of Honan-Crane purifier used in Fort Wayne blending process (system in which quench oil, after reaching a viscosity of 600 Sec., is blended with other oils to make a high grade lubricating oil)—also discusses use of Honan-Crane hydraulic purifier to purify hydraulic oils in grinders, milling machines, etc.

For copies of the case history and further information, write Honan-Crane Corporation, 36 Madison Ave., Lebanon, Indiana.

Scissors type sheet-feeding table more compact

Greene, N. Y.—When handling bundles of square or nearly square steel sheets the load is concentrated in a relatively small area while the height of the bundle is greater than for large sheets. This condition makes it desirable to have a sheet feeding table of short overall length with a maximum range of elevation.

LYON-Raymond Corporation engineers have solved this problem by utilizing a scissors type arrangement for the lifting mechanism of a new Hydraulic Sheet Feeding Table. The overall length of the top is only 66 inches but the table elevates from 18 inches in the lowered position to 36 inches when elevated. This particular type of con-



Scissors type Sheet Feeding Table is more compact says Lyon-Raymond Corp.

MANAGE May 1951

struction also provides more rigid support for off center loads.

The new table is offered in capacities of 6000 to 10,000 lbs. is portable, having 6-inch swivel casters at the steering end and 10-inch rear wheels.

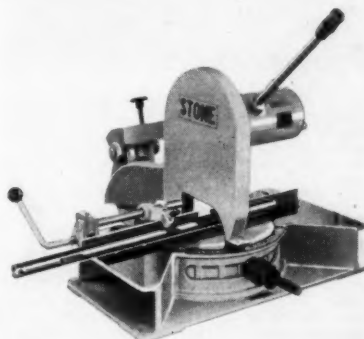
Hydraulic rams working against lifting levers raise the table. Power is supplied by either a foot operated hydraulic pump or a motor driven hydraulic pumping unit which is available with either push button or pedal type controls.

Introduction of the new model fills a very definite need for the reason that long tables, designed for handling big sheets or required to give the proper elevated height, are often at a disadvantage in handling small compact bundles. It also eliminated the possibility of damaging the longer table by having a concentrated load placed on one end.

Full information concerning the scissors type unit can be obtained from the LYON-Raymond Corporation, 285-81 Madison Street, Greene, N. Y.

New metal cut-off machine

Manlius, N. Y.—The Stone Model M-14, a new metal cut-off machine that performs low-cost cutting of ferrous and non-ferrous metals at the rate of 4 seconds per square inch, is now in production. The capacity of this new model is 1½" solids, 2½" pipe and structurals, and miscellaneous cutting of 2" solids (15 seconds). A semi-high speed saw blade is recommended for the cutting of non-ferrous solids up to 1", and light wall tubing, structurals, and extrusions up to 2½".



New Metal Cut-Off Machine . . . by Stone Machinery Co., Inc.

Engineered with positive drive without the use of belts (an exclusive Stone feature), the Model M-14 full 3½ h.p. geared-in-head motor delivers maximum constant power, thereby increasing cutting speed, affording greatest efficiency, and insuring longer wheel life.

Designed for ease of operation, flexibility and safety, the M-14 swivels up to 45° in either direction, and requires a minimum bench space of only 34" x 32". Approximate weight is 300 lbs.

For further information write Stone Machinery Co., Inc., 616 Fayette St., Manlius, N. Y.

VL Air-flo extinguisher

Dayton, Ohio—A new, one gallon Vaporizing Liquid fire extinguisher named the Air-Flo has been announced by the Buffalo Fire Appliance Corporation here. It operates on an entirely different principle, in that big, dual air pumps build up internal air pressure which instantly forces the liquid out in a continuous, steady stream up to 30 feet. Light weight and easy to handle, it offers highly effective protection against electrical and flammable liquid fires.



New Methaspec Eye-Saver stresses wearer comfort too . . . by Watchmocket Optical Co.

Eye saver stresses wearer comfort

Providence, R. I.—The Methaspec Eye-Saver is the newest plastic goggle development of the Watchmocket Optical Co., Inc., Providence, R. I. Designed to give workers the utmost in comfortable, correct-fitting eye protection, as well as complete safety, the new goggle has several outstanding features.

1.) **Adjustable Temple Length.** The Methaspec goggle is equipped with retrax temples which can easily be adjusted. Simply by pushing or pulling each temple in or out, the wearer can adjust the temple length to suit his individual requirements.

2.) **Adjustable Lens Angle.** To fit every face, lens angle may be adjusted by holding lens with one hand and moving temple (at hinge) up or down with other hand.

3.) **Reversible Bridge.** For added comfort, the bridge of the Methaspec is thick on one side, thin on the other, and may be reversed so that either side touches wearer's nose.

The Methaspec goggle is made of light UVA Plexiglas only 1/10" thick, and weighs only 1¼ ounces. Yet it has great impact strength and exceeds Federal specifications for drop ball and drop needle tests for tempered glass. Ultra-violet restraint is 100% in range below 3400 ang. units (the range harmful to human eye). Rolled front design, curved one plane only, allows wide range of vision. Each goggle is individually boxed.

Because it offers wearer-comfort and proper fit, the Methaspec Eye-Saver is a goggle that workers will want to wear. For more information write to Watchmocket Optical Co., Inc., Dept. 10N, Providence, R. I.

Please mention MANAGE Magazine

Clark's new electric clipper fork-truck

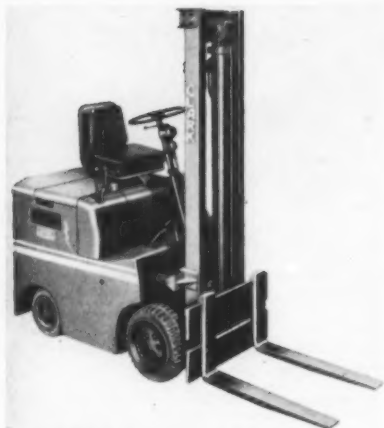
Battle Creek, Mich.—Features of the new Clipper, electric battery-powered fork-lift truck, as announced by Clark Equipment Company, include increased speed, 2000-lb. capacity at 24-inch load-center, "fingertip" directional lever, automatic acceleration, "deadman" safety control, pivot-mounted steering axle and cushion-style tires as standard equipment.

The "fingertip" directional control lever is mounted on the steering column for selection of direction of travel and simultaneous engagement of first point-of-power. This greatly simplifies operation, increases maneuvering speed and permits fast getaway.

Advantages provided by automatic acceleration on the new Clipper include elimination of jerking and the possibility of "human error." Shifts from one point of power to another are timed automatically in accordance with torque requirements.

When the driver's seat is vacated, the control lever is locked in neutral and a parking brake on the motor drive shaft is set automatically. The truck can be moved ONLY when the driver's seat is occupied, or depressed.

Easy steering is accomplished by means of



New Electric Clipper Fork-Truck . . . by Clark Equipment Co.

the Clark pivot-mounted steering axle with a "no-kick-back" feature.

Dimensions of the new Clipper are: overall length—less forks—63½ inches; overall width—34½ inches; wheelbase—37 inches; turning radius—61½ inches; minimum intersecting aisles, 37 inches. Overall height of standard uprights with forks down—83 inches; overall height at 124-inch maximum lift—142½ inches with other uprights and tiering heights available.

The new Clipper is available for export sale.

Full information may be obtained on request to Clark Equipment Company, Industrial Truck Division, Battle Creek, Michigan.

Oil purification data

Lebanon, Ind.—Important, up-to-date information on oil purification for hydraulic equipment, metal-working machines, gas and Diesel engines, turbines, transformers, etc., is now available in new, 16-page booklet, entitled "The Facts About Clean Oil".

Prepared by the Honan-Crane Corporation, new booklet answers all the questions about oil purification—shows correct method and equipment to stop downtime, cut down rejects, improve and increase plant production.

Describes, with the use of actual case histories, how many major plants all over the country have realized substantial savings in oil consumption and equipment operating and maintenance costs since installation of Honan-Crane oil purification equipment. Wide selection of plant photographs



serve to illustrate applications of Honan-Crane equipment to a variety of purification operations.

Get your copy of this interesting and useful booklet today. Write Honan-Crane Corporation, 36 Madison Ave., Lebanon, Ind.

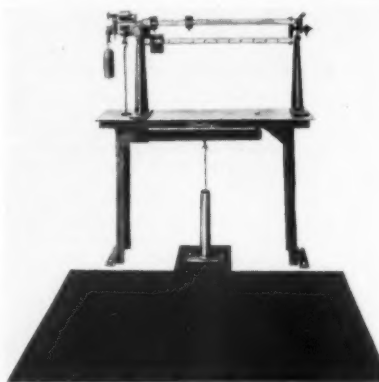
New platform beam scale

Philadelphia—A new platform beam scale designed for fast accurate low-cost industrial weighing applications was announced here today by The Yale & Towne Manufacturing Company, Philadelphia Division.

Called the Load King, the new Yale scale is designed primarily for heavy-duty industrial applications where "shock-loading" is the rule. The lever system in the platform is all-steel as are other key parts. No wood is used throughout.

Poises on the main bar are mounted on roller bearings for rapid positioning. Other features include a 100% end loading platform that gives same reading regardless of location of load on platform. Platform, mounted on outboard bearings, also absorbs shock of moving loads without damage to scale. Will not tip.

Pit requirements for the Load King are only 11 inches, saving considerable expendi-



ture on excavation when the scale is installed. Available in self-contained and semi-self contained models, new scale is built in capacities up to 6,400 pounds. Platforms for new scale range from 46 x 38 to 76 x 54 inches.

Complete acetylene compressing plants

West Alexandria, Ohio—Sight Feed Generator Company here, which recently completed development of the Model A-twin continuous flow acetylene generator, is now manufacturing complete acetylene compressing plants.

Model A-twin generator, which produces acetylene for cylinder filling purposes as well as for meeting the needs of large users of acetylene in industrial plants, is featured in new literature which Sight Feed now has ready for distribution.

Feature of new compressing plants is elimination of gas holder, since Model A-twin is fully automatic, is capable of supplying required pressure for forcing acetylene through piping and purifier to compressor. Manufacturers say expensive item in original installation is avoided and one less piece of equipment to maintain; also waste of acetylene from use of gas holders is eliminated.

Sight Feed will manufacture acetylene compressing plants in a wide range of sizes, producing from 240 cu. ft. per hour to 3,000 cubic feet per hour. Because of the versatility of the Model A-twin generator, it will be possible to do some interchanging of generator sizes and equipment, depending upon individual requirements of producer and anticipated future needs.

Should your foremen attend, too?

ANNUAL NAF CONVENTION

Chicago, September 26-29, 1951

For your information

FOR "Principles of Plant Protection" issued by Defense Department's Munitions Board, write to Government Printing Office (15c copy).

New catalog describing all L & J punch presses is available from L & J Press Corp., Sterling Ave., Elkhart, Ind.

For new comprehensive catalog of Yale & Towne Mfg. Company's material handling equipment, write company's Philadelphia Divn., 11000 Roosevelt Blvd., Philadelphia 15, Pa. It's loaded with illustrations showing equipment at work.

"Plant layout: Planning and Practice" (\$7.50) is new book by R. W. Mallick & A. T. Gaudreau, published by John Wiley & Sons, Inc., 440 Fourth Avenue, New York City 16. Presents engineering techniques for laying out entire plants and modernizing existing ones.

"Measure Time Accurately" is a new booklet by Bell & Howell Co., Chicago 45, Ill., telling how time and motion studies can be simply and effectively performed with aid of motion pictures.

"Management Behavior and Foreman Attitude—A Case Study" is a new and interesting publication of Division of Research, Graduate School of Business Administration, Harvard University, Boston 63, Mass. (Price 75c).

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For new booklet describing Company's new TELEVOICE system for remote control dictation (title: ". . . a line on TELEVOICE") write Thomas A. Edison, Inc., 511 Lakeside Ave., West Orange, N. J. (This system was announced in January MANAGE, Page 33, col. 1).

Please mention MANAGE Magazine

Technical literature incorporating detailed information on modern techniques of centrifugal casting in permanent molds for improved and expanded production of cylindrical shapes in a variety of alloy steels is now available from Lebanon Steel Foundry, Lebanon, Pa. Send request to Wm. H. Worrlow Jr., assistant general sales manager.

Quick and accurate answers to production and inventory control questions is aim of a new Remington Rand 40-page booklet. This free guide, "Production Control in Manufacturing Industries," offers a remedy for bottlenecks in production before they become acute. Request Booklet TM-596, addressing Management Controls Division Remington Rand Inc., 315 Fourth Ave., New York 10, New York.

Please mention MANAGE Magazine

Individual technical bulletins dealing with gear production methods and telling how gear production has been increased, cost reduced or quality improved in different plants, are available to those concerned with gear production from Michigan Tool Co., 7171 E. McNichols Road, Detroit 12. Bulletins include:

Bulletin No.	Subject
101	"Cutting 4 gears in 33 seconds each" and "Cutting gear finishing time in half on truck gears."
102	Form tools cut machine time on pump gears 90%.
103	One machine does work of 15 hoppers on toothed ratchet lock in an automatic transmission.
104	Using gear finishing effectively on job-lot quantities of gears.
105	Cutting costs by form cutting precision gears.
106	Quality control boosts gear plant business.
107	Production line shaving of heavy duty gears.
108	One machine doubles output of gears for washing machines.
109	More tractor gears at lower cost.
110	Versatility key to gear production at Caterpillar.

MANAGE May 1951



What Were You Expecting Madam? -- Miracles?

I

Here is a letter from one of my constituents—a nice old lady raising merry hell with her Congressman for extravagance in Washington.

She wants lower taxes, and she wants me, personally, to see that she gets them.

Her letter is just one of hundreds, and I will answer all of them here and now.

Number One on my Fact Parade is this: you folks are getting exactly the kind of government you voted for.

You may remember that in 1948 I ran for Congress and you voted for somebody else because he was more "liberal" than I.

Even Dewey went "Liberal," but I didn't.

The next time, in 1950, I was your boy.

The country wanted "liberals;" I wanted to go to Congress; so I was "liberal."

II

But I want you to remember that in 1948 I told you over and over again that "liberal" politicians are just ordinary people who are liberal with *your* money.

I told you that Federal Aid and all the other Washington handouts were nothing but part of *your own money* coming back to you—part of the money you paid in Federal Taxes.

I told you that government *can't* give you *anything* until it has first taken it away from you.

I told you that in asking for Federal Aid you were only inviting the government to buy your votes with your own money.

But you voted against me and for a candidate who told you something else.

So the next time I told you nice things you wanted to hear.

III

Now you are complaining because all those "nice things" are costing you money.

Where did you think the money was coming from—Santa Claus?

You know, folks, I don't want to sound bitter, but there is an old adage to the effect that you can't cheat an honest man.

Why did so many of you welcome the use of *Federal* funds for local relief unless you thought that it would save *you* money?

Let's face facts: there is no way in this world to get something for nothing.

This is no secret to the people who run for Federal offices.

But as long as *you* insist on trying to get something for nothing, *they* will keep on pretending that they can get it for *you*.

After all, they don't pay the bill, *you* do— and I mean all of *you*.

These taxes don't come from rich people—they come from *everybody*.

And by voting as you do, you *vote* for higher taxes and for inflation to boot.

So don't blame it on *me*.



"BETTER AMERICA" series
of illustrated editorials presented as a
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How to beat a bully

We won't get peace by being pushed around. Not when we're up against Stalin and his gang.

And let's not forget it's the Reds who started the pushing. We have always striven for peace — with freedom. That's why we must now help stop Communist aggression.

The Reds respect just one thing — strength. Obviously our best chance for peace is to become so strong they won't dare attack us.

We need guns, tanks and planes, *fast!*

This calls for greatly stepped-up productivity — higher and higher output per man-hour — constantly improved power machines, methods and labor skills.

Sacrifices are ahead for us all—owners, managers, workers, farmers, professional people — every son and daughter of Uncle Sam.

But the better our productive system meets this challenge, the sooner we will strengthen our defenses. And of course, the more civilian goods we will have — the fewer needless shortages.

So let's pull together — all of us. Let's make our free system work as it has never worked before. Let's show the world what Americans can do when we really try!

**THE BETTER WE PRODUCE
THE STRONGER WE GROW**



This advertisement was approved by representatives of management, labor and the public.

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